

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday 2 July 2015**
Time: **4.00pm**
Venue: **Committee Room**
To: **Councillors M Crane (Chair), J Mackman (Vice Chair),
C Lunn, C Metcalfe and D Peart.**

1. **Apologies for absence**
2. **Minutes**

The Executive is asked to approve the minutes of the meeting held on 4 June 2015 (pages 1 to 8 attached).

3. **Disclosures of Interest**

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

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

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

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

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

Executive
2 July 2015

4. 2014/15 Financial Results and Budget Exceptions Report to 31 March 2015 – Key Decision

Report E/15/11 presents the Executive with the Financial Results and Budget Expectations Report for the year ending 31 March 2015 and asks the Executive to approve a number of 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 (pages 9 to 28 attached).

5. Selby District Council Annual Report

Report E/15/12 asks the Executive to approve the text of the Council's Annual Report (pages 29 to 55 attached).

6. Partnership between Selby District Council and Access Selby 2015-2020

Report E/15/13 asks the Executive to endorse the new Partnership Agreement between Selby District Council and Access Selby 2015-20, and to authorise the Chief Executive to complete the final version of the Agreement following consideration of the document by the Access Selby Board (pages 56 to 85 attached).

7. Better Together Project: Shared ICT Services – Key Decision

Report E/15/14 asks the Executive to approve proposals to relating to North Yorkshire County Council providing IT support to Selby District Council (pages 86 to 97 attached).

8. Charges for Repairs and Maintenance Services

Report E/15/15 asks the Executive to approve the hourly rate charges for the repairs and maintenance service and to approve the launch of the new commercial repairs and maintenance service (pages 98 to 100 attached).

9. Byram Park Road Flats Demolition – Key Decision

Report E/15/16 outlines the process needed to reach the point of demolition of the Bryam Park Road flats and highlights the implications of the demolition (pages 101 to 105 attached).

10. Riccall Garages

Report E/15/17 asks the Executive to approve the officer recommendation that no parking provision be made beyond that contained within the proposed housing development at the garage site on Landings Lane, Riccall (pages 106 to 109 attached).

11. Leisure Contract Annual Review April 2014 – March 2015

Report E/15/18 is the fifth annual review of the Leisure Contract with Wigan Leisure and Culture Trust (WLCT), covering the period April 2014 to March 2015. The report asks the Executive to note the key findings of the report (in particular the performance of Wigan Leisure and Culture Trust to date) and to agree the key priorities for 2015/2016 (pages 110 to 155 attached).

12. Executive Appointments to Outside Bodies – Verbal Report

To make an appointment from Selby District Council to the North Yorkshire Police and Crime Panel.

Mary Weastell
Chief Executive

Dates of next meetings
16 July 2015 - Executive Briefing
3 September 2015 - Executive

Enquiries relating to this agenda, please contact Palbinder Mann, Democratic Services Manager on:

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Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	4 June 2015
Present:	Councillor M Crane (Chair), J Mackman, C Lunn and D Peart.
Officers present:	Chief Executive, Deputy Chief Executive, Executive Director (s151), Solicitor to the Council, Access Selby Director, Policy Officers (Michelle Dinsdale items 8 and 9; Julia Jennison items 11 and 10), and Democratic Services Officer.
Also Present:	Councillor Mrs S Duckett and Councillor J Crawford.
Public:	2
Press:	0

NOTE: Only minute numbers 5 to 13 and 15 are subject to call-in arrangements. The deadline for call-in is 5pm on the 18th of June 2015. Decisions not called in may be implemented on the 19th of June 2015.

1. Apologies for Absence

Councillor C Metcalfe.

2. Minutes

The minutes of the meeting on 16 April 2015 were considered.

RESOLVED:

To approve the minutes of the meeting held on 16 April 2015 and to submit them for signing by the Chair.

3. Disclosure of Interest

None.

4. Start Time of Meetings

The Executive considered the start time of meetings for the municipal year 2015/16.

RESOLVED:

- (i) **To approve 4 pm as the start time for meetings of the Executive for the 2015/16 municipal year.**
- (ii) **To approve 2 pm as the start time for Executive Briefing meetings for the 2015/16 municipal year.**

5. Treasury Management: Annual Review 2014/15 – Key Decision

Councillor Lunn presented the report (E/15/1) which reviews the Council's borrowing and investment activity (Treasury Management) for the financial year to 31 March 2015 and presents performance against the Prudential Indicators.

It was confirmed that the Council's investments totalled £29.1m over the financial year. Interest was earned at a rate of 0.7%, or £213k, which was £77k below budget. The shortfall in interest earnings was mitigated by in year revenue savings.

Long-term borrowing totalled £60.3m at the end of the financial year, with interest earned at an average rate of 4.19%. Of this, £57.7m related to the Housing Revenue Account (HRA). The Council had no short-term borrowing in place at 31 March 2015.

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

RESOLVED:

To endorse the actions of officers on the Council's treasury activities for 2014/15 and approve the report.

Reason for the decision:

To comply with the Treasury Management Code of Practice.

6. Resourcing PLAN Selby – Delivering the Ambition

Councillor Mackman presented the report on PLAN Selby progress (E/15/2) outlining progress to date and future timescales. The report noted concerns about staff resources and risks to the delivery of PLAN Selby within the agreed timescales, which require Planning Policy Officers to work at least 90% of their time to PLAN Selby. Currently officers are spending circa 60% of their time on PLAN Selby work.

The report considered four options ranging from option one which provided for the full increase in resources to option four which recommended no increase in resources. The Programme Board asked the Executive to approve the financial requirements necessary to enable option one to be actioned.

RESOLVED:

- (i) To note the position on PLAN Selby.**
- (ii) To approve the virement of £52k from Access Selby's operational contingency to enable recruitment of the Principal Planning Policy Officer post.**
- (iii) To recommend to Council a drawdown of £281k from the Contingency Reserve.**

Reason for the decision:

Approval for the full increase in resources recommended by the Board will mitigate the resource based risks to the PLAN Selby and significantly increase the likelihood of achieving the local plan timetable.

7. Economic Development Commission

Councillor Crane presented the report which identifies additional areas where the Council can take a more proactive role to promote economic development. The report recommends commissioning East Riding of Yorkshire Council to develop an action plan for economic growth on behalf of Selby District Council.

The Executive expressed support for the aim to support job creation in the district, particularly high quality skilled jobs and that this proposal will provide for a clear and specific action plan to be developed.

RESOLVED:

To approve a virement of £50,000 from the Programme for Growth contingency to fund the economic development commission.

Reason for the decision:

To commission East Riding of Yorkshire Council to develop an action plan for economic development.

8. Scrap Metal Dealers Policy

Councillor Crane presented report E/15/4 which asks the Executive to approve the draft Scrap Metal Dealers policy and thanked the Policy Officer for her work on it. There had been no responses to the consultation, which included the Licensing Committee, and the policy conforms to national policies and legislation.

In response to questions from councillors it was noted that an Advisory Note could be included in the policy making reference to scrap metal vehicles being appropriately caged or of a height suitable for the goods being carried.

RESOLVED:

To approve the draft policy.

Reason for the decision:

To have a comprehensive policy in place to ensure that the Council is in a position to act and respond to any future changes in legislation.

9. Taxi Licensing Policy (Hackney Carriage and Private Hire Vehicles, Drivers and Operators)

Councillor Crane presented report E/15/5 which asks the Executive to approve the draft Taxi Licensing Policy which was subject to 'call in' by the Licensing Committee on 6 February 2015. The Licensing Committee had raised concerns about the 75/25 split between wheelchair accessible and non-wheelchair accessible vehicles and had asked the Executive to consider a 60/40 split.

Councillor Mrs Duckett was invited to address the Executive on behalf of the Licensing Committee. Councillor Mrs Duckett explained that the committee had been made aware of non-wheelchair users finding

wheelchair-accessible vehicles to be difficult to use, although collating non-anecdotal evidence to bring to the Executive was difficult.

The Executive suggested that the concerns of the Licensing Committee be noted and that the split be adjusted to 70/30 wheelchair accessible to non-wheelchair accessible vehicles.

RESOLVED:

- (i) **To reconsider the decision to approve the Taxi Licensing Policy, taking into account representations made by the Licensing Committee.**
- (ii) **To approve the Taxi Licensing Policy subject to the policy objective for the ratio of Wheelchair Accessible Vehicles to non-Wheelchair Accessible Vehicles being amended from 75/25 to 70/30.**

Reason for the decision:

To ensure that the Council is in a position to respond to any future changes in taxi and private hire legislation.

10. Amendments to the Constitution

Councillor Crane presented report E/15/6 which set out further amendments to the Constitution which are required by law and/or necessary to speed up decision making and improve transparency.

Councillor Mackman raised concerns about previous changes which removed the ability for Councillors and others to speak at planning site visits. The Council's Solicitor confirmed that this change had been previously approved and conforms to the model planning code recommended by the Planning Advisory Service.

RESOLVED:

- (i) **To ask the Audit and Governance committee to consider as part of the review the procedures for planning site meetings in light of the views expressed;**
- (ii) **To refer all proposed changes to full Council in light of any comments provided by the Audit and Governance committee**

Reasons for the decision:

- (i) To consider whether Councillors and others are afforded adequate opportunities to make representations during the planning process.
- (ii) To update the Constitution as required by law and in other respects to speed up decision making and increase transparency.

11. York, North Yorkshire and East Riding Housing Strategy and Selby Action Plan 2015-21 – Key Decision

Councillor Peart presented report E/15/7 on the York, North Yorkshire and East Riding (YNYER) Housing Strategy which has been developed to provide an overarching vision for the area. It replaces the previous North Yorkshire sub-regional Housing and Homelessness Strategy and requires that each district will produce a separate Homelessness Strategy for 2015-20. The strategy has been produced with input from each local authority and Local Enterprise Partnership in the Leeds City Region and the Humber. Once approved by each of the districts it will be formally launched in September 2015.

In Selby the action plan will be developed by a small working party (already in place) with the Head of Operations in consultation with the Lead Councillor for Housing, Leisure, Health and Culture,

RESOLVED:

- (i) To approve the York, North Yorkshire and East Riding Housing Strategy 2015-21;**
- (ii) To delegate development of the Action Plan to the Head of Operations in consultation with the appropriate Executive member.**

Reasons for decision:

To enable the joint approach to strategic housing to continue. This approach will help all partners to develop ambitions around new market and affordable homes and the significant and positive economic impact that this will have for the area, in line with the Local Growth Deals from July 2015.

12. Selby Homelessness Strategy and Action Plan 2015-21 – Key Decision

Councillor Peart presented report E/15/8 which detailed the draft Homelessness Strategy and Action Plan for Selby, and asked the Executive to approve the draft to go out to consultation. The consultation is proposed to run from 15 June to 3 August 2015, and then be brought back to the Executive on 1 October 2015.

RESOLVED:

To approve the draft Selby Homelessness Strategy and Action Plan 2015-20 for consultation.

Reasons for decision:

To enable the draft Selby Homelessness Strategy and Action Plan 2015-20 to be published for consultation.

13. Sale of land at Barlby

Councillor Crane presented report E/15/9 relating to the sale of Council owned land at Barlby following the granting of planning permission for a residential development on the site at the Planning Committee meeting held on 11 March 2015. The development includes a small area of land currently owned by the Council and the Executive were asked to approve, in principle, the sale of the land and to delegate authority to the Deputy Chief Executive to finalise the terms of the sale after consultation with the Lead Councillor for finance and resources.

RESOLVED:

To approve, in principle, the sale of land at Barlby and delegate authority to the Deputy Chief Executive to finalise terms of the sale after consultation with the Lead Councillor for finance and resources.

Reason for decision:

To enable the sale of land to proceed, generating a capital receipt and delivery of benefits identified in the planning application.

14. Burn Gliding Club Lease

The Executive Director (s151) reported that there was no further information to update the Executive with. Councillor Crane explained that the Burn Gliding Club had requested a 20 year lease, but that the Council had to remain mindful of the 2027 end date for PLAN Selby. Councillor Crane suggested that a meeting be arranged with representatives of the Gliding Club.

15. Executive Representation on Outside Bodies

Councillor Crane presented the report which asked the Executive to consider its appointment of representatives on Outside Bodies for 2015/16. The Executive agreed to the addition of the Leeds City Region Planning Portfolios Group and the Trans-Pennine Trail Board 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 2015/16.

The meeting closed at 5.28pm

Selby District Council

REPORT

Reference: E/15/11

Public



To: The Executive
Date: 2 July 2015
Status: Key Decision
Report Published: 24 June 2015
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: Financial Results and Budget Exceptions Report to 31 March 2015

Summary:

After carry forward requests, the Council's year end results for 2014/15 give a surplus of £429k on the General Fund (£352k Core, £63k Access Selby & £14k TSO) against a budgeted surplus of £4k. The Housing Revenue Account generated a net surplus of £1.249m (£1.092m Core & £157k Access Selby) after carry forward requests, against a budgeted surplus of £1.01m. Savings exceeded target in the HRA and the Core General Fund, and a shortfall against Access Selby's General Fund savings target was mitigated by in year surpluses. The Capital Programme has seen some good progress with minimal slippage that is not for strategic reasons.

Recommendations:

It is recommended that:

- i) The funds set out in Appendix D (£1.003m Revenue and £1.436m Capital) be carried forward from 2014/15 to 2015/16;
- ii) The £366k Core and Communities Selby General Fund surplus be transferred to the Contingency Reserve to support future cost pressures.

- iii) The £63k Access Selby General Fund surplus be transferred to 'Access Selby Reserve';
- iv) The additional £82k Core HRA surplus be transferred to 'HRA Major Repairs Reserve' to support the future capital programme;
- v) The £157k Access Selby HRA surplus be transferred to 'HRA Balances (Access Selby)' for reinvestment in services.
- vi) The Executive endorse the transfer of the £76k Business Rates Retention income to the Business Rates Equalisation Reserve.
- vii) The Executive endorse the transfer of £47k of the s106 monies to the Open space maintenance Reserve & £126k to the Affordable Housing Contribution Reserve.

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 £429k for General Fund and £239K for the Housing Revenue Account. There are carry forward requests of £967k for the General Fund & £37k for the Housing Revenue Account, to enable key revenue projects and commitments to be completed in future years. A summary of the revenue carry forwards 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	4,669	(352)
Access Selby	6,142	(63)
Communities Selby	199	(14)
	11,010	(429)

- 1.3 The main contributing factors to the Core General Fund surplus include an additional £150k Government grants received in-year and not yet allocated to spending plans; £127k for a back dated refund of NNDR costs for the civic centre and NNDR relief now contained with the

Business Rates Retention Scheme; £53k salary savings from vacancies and frozen posts; and a £19k saving on drainage board levies due to the actual costs being lower than originally estimated. These savings mitigated the shortfall in investment income caused by the continued low interest rates. During the year the council received £47k s106 moneys for the adoption of play areas to contribute to future maintenance and £126k s106 Affordable housing contribution. These funds are ring fenced and have been transferred to reserves to fund future maintenance and development.

- 1.4 In addition to the GF Revenue Account surplus, during 2014/15 the Council generated an additional £538k of income (after an estimated levy payment of £501k) from Business Rate Retention (BRR). This surplus has arisen through some business rates growth and the withdrawal of a potentially significant appeal. £462k of the additional income is reflected in the Collection Fund account for 2014/15 and will be released into the revenue account in 2016/17. The remaining £76k is made up of £66k additional grant associated with the Government's policies on business rates and £10k renewable energy income of which the Council gets to retain 100%. Proposals for the use of the income will be considered as part of the Medium Term Financial Strategy (MTFS) refresh due in September 2015 and as such the additional £76k has been transferred to the Business Rates Equalisation reserve.
- 1.5 Access Selby's surplus includes: £161k additional planning income due to a number of larger applications received in the latter part of the year; £111k salary savings from vacancies and frozen posts; a £52k saving on the leisure contract following payment of a commuted sum in respect of previous investment in the old leisure centre; an £18k net saving on the Street Scene contract due to increased trade waste recycling more than offsetting increased demand for household waste collection. Offsetting these savings were a number of additional costs/losses: a net shortfall of £18k for housing benefits as a result of prior year overpayment write offs and a reduced government subsidy due to reduced case load; a net loss of £19k on the lifeline service largely due to reduced customer numbers resulting from a cut in NYCC grant funding (where possible these customers have been signed up as private payers and work is currently underway to market this service and increase the number of private customers). In addition the original budget for Access Selby included a draw down from reserves of £108k that was not required in the year.
- 1.6 It is proposed that the Core and Communities Selby General Fund surplus of £366k is transferred to the Contingency reserve to mitigate future spending pressures.
- 1.7 Access Selby Board request that the £63k 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	4,231	(82)
Access Selby	7,042	(157)
	11,273	(239)

- 1.9 The Core surplus of £1.092m is £82k over the budgeted surplus of £1.01m that is to be transferred to the Major Repairs Reserve to support future HRA projects. The main reasons for this variance is due to lower than budgeted interest payments from not taking out extra borrowing in the year for new developments £224k, and an increase bad debt provision for rents (£139k).
- 1.10 Access Selby's HRA surplus includes a £70k saving on premises costs. This is a result of savings on utility costs and a reduction in the amount of building repairs required. During the year 25 council houses were sold. From the sale proceeds retained by the Council of £671k, the council is able to retain some of the income as an admin fee, £33k was retained for 2014/15. The capital programme includes contractor costs for carrying out the capital work. By doing some of this work in-house we are able to save money that contributes to the running costs of the HRA, this figure for 2014/15 was £40k.

Capital Programme

- 1.11 There are carry forward requests of £866k for the General fund to enable key projects to be completed in future years. This is made up of £230k for the CRM, Mobile working & website project. The CRM & website elements are currently underway with stage 1 of the website already completed and the CRM system in the testing stage, the mobile working element will follow on from the completion of these elements. There is £150k for the repair of the collapsed culvert at Portholme Road. The extent of the damage and work required is currently being surveyed and procurement is likely to take place towards the end of 2015/16. £25k for Tadcaster bus station which was delayed due to weather conditions, work commenced in early 2015/16 and is in the final stages. £24k for work that needs to be completed for road adoption. £154k for Disabled Facilities & Repair Assist Grants for commitments made in 2014/15 that will be paid in 2015/16. £141k for ICT planned replacements, for a number of projects which have either commenced in 2014/15 or have been delayed due to interdependency with the CRM project. £139k for mast relocation project which is likely to require a carry forward further than 2015/16.

- 1.12 HRA has seen good progress with 77% of the programme completed in year against the original budget and savings of £306k on the programme push this figure to 85%. There are carry forward requests of £571k: £185k for kitchen replacements; £40k heating systems; and £346k roof replacements that were delayed due to the requirement of extended consultation.

Savings

- 1.13 Appendix C presents an update on progress against the Council's savings action plan for the General Fund and HRA (Core and Access Selby).
- 1.14 The Core General Fund exceeded its savings target for the year by £140k for the year and the HRA target was exceeded by £33k.
- 1.15 Access Selby's General Fund surplus includes a shortfall in savings of £42k. However the savings and increased income detailed above cover the shortfall. These savings however are mainly one off and base budgets cannot be adjusted accordingly. Officers are looking at maximising permanent savings and reviews of the base budgets will be carried out during the budget setting process to meet the increasingly demanding savings targets.

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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BUDGET EXCEPTIONS REPORT

April 2014 - March 2015

Core

General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(250)	79	On-going	The shortfall in investment income is due to low returns from low interest rates.
Other government Grants	(1,840)	(150)	One-Off	New burdens funding allocations awarded throughout the year for Council Tax Support & discount, welfare reform, transparency code and business rates administration. In addition there is a saving resulting from Homeless prevention grant funding not being bid against (£53k) as sufficient provision is available in this year (year 1 of the homelessness initiative) to progress. This will be assessed as part of the 2016/17 budget process commencing in the Autumn and a bid for funding may be submitted.
Total Variance - General Fund Income		(71)		

Core

General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	1,377	(53)	On-going	Savings have been generated in Democratic Services (£46k) and SMT & Core Support (£8k) through vacancies & frozen posts.
Savings	127	(127)	One-Off	back dated refund of NNDR costs for the civic centre and NNDR relief now contained with the Business Rates Retention Scheme
Drainage Board Levy	1,563	(19)	On-going	Lower than anticipated increase in IDB charges.
Leisure Contract Saving	0	(52)	On-going	On-going savings arising from adjustments relating to commuted sum payment as a result of revised contract figures from new leisure provision, particularly from Selby Leisure Centre.
Total Variance - General Fund Expenditure		(251)		
Total Variance - Operating (Surplus)/deficit		(322)		

Access Selby
General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Government Grants	(18,013)	920	On-going	Shortfall in rent allowance £613k & rent rebate £234k subsidy is partially offset by reduced payments to tenants (benefit payments) this is due to a lower than anticipated caseload, mitigating the impact are adjustments for housing benefit debtor overpayments and write offs giving an overall net impact of £18k. Lifeline grant down by £106k from reduced central allocations partially offset by increased private client income of (£63k) (customer & client receipts).
Customer & Client Receipts	(3,527)	(417)	On-going	Income has exceeded budget for Housing Benefit Debtor overpayment debtors raised (£233k) as mentioned above, offsetting this are Rent Allowance and Rent Rebate overpayment write offs in the year £139k. Streetscene Efficiency savings (£19k), sale of Wheelie Bins & litter bins (£26k) from new developments, Recycling income (£53k) from additional green waste, Lifeline income from private payers (£63k) due to increased promotion and Planning Fee income due to large applications received (£161k) offset by Concessionary Fare Income £26k offset by costs and Industrial Units due to occupancy levels £39k.
Total Variance - General Fund Income		503		

Access Selby
General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	5,823	(111)	On-going	Saving relates to vacant and frozen posts across Access Selby.
Supplies & Services	6,177	10	On-going	Large variances were incurred by Recycling & Refuse Collection Contractors £102k from the increased workload generated by additional recycling material and collections and Trade Waste disposal (£22k) as more waste is recycled meaning less waste is going to landfill. There were Licensing legal costs as a result of an appeal £24k, Data & Systems costs £40k for annual maintenance charges, Housing Benefit Admin postage and office costs £15k. Savings offsetting these shortfalls are Industrial Unit Partner fees (£46k) due to changes in share payments mitigating rent shortfalls, Lifeline Warden services in-year savings from contract and phone-lines (£22k), Concessionary Fares (£23k) offset by reduced income, Development Policy & Research Office & Admin savings (£18k), ICT costs (£21k).
Benefit Payments	17,186	(656)	On-going	Due to reduced anticipated caseload, Rent Allowance payments (£557k) and Rebates (£178k) were less than expected offset by reduced income mentioned previously.
Savings	(42)	42	One-Off	Shortfall against savings target, mitigated by an overall Access Selby surplus.
Access Selby Reserve Transfers	(68)	108	One-Off	To balance the overall Access Selby General Fund budget, it was anticipated that a drawdown from the Access Selby Reserve would be required. As an overall surplus was made the drawdown was not required.
Contract Adjustments	455	31	One-Off	In-year adjustments including contingency drawdowns between the Core and Access Selby to support service delivery.
Total Variance - General Fund Expenditure		(576)		
Total Variance - Operating (Surplus)/deficit		(73)		

**Core
Housing Revenue Account Expenditure**

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Provision for Bad Debts		139	One-Off	There were a large amount of write-offs during the year that required contributions from the HRA to maintain appropriate levels of provision.
External Interest Payable	2,638	(224)	On-going	This saving was due to no additional borrowing being taken out for new developments within the HRA.
Total Variance - Core HRA Expenditure		(85)		
Total Variance - Core HRA		(85)		

**Access Selby
Housing Revenue Account Income**

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Customer & Client Receipts	(133)	(45)	On-going	Hostel occupancy levels were better than expected (£6k) particularly Ousegate, although effective prevention work impacts on occupancy levels, charges to former tenants for repairs generated an additional (£9k) and the allowance for admin fees from the sale of council houses totalled (£33k).
Recharges	(18)	(40)	On-going	Work normally done by subcontractors is being completed by in-house staff, the costs of which are recharged to the capital programme.
Total Variance - HRA Income		(85)		

**Access Selby
Housing Revenue Account Expenditure**

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Premises	813	(70)	One-Off	Savings were generated on footpaths (£5k) as a result of reduced demand, solid fuel servicing (£17k) from improved contract management and reducing number of solid fuel properties, Communal lighting (£9k) from better readings and billing, Hostel utility and repair savings from reduced responsive repairs and better meter readings similarly with the Community Centres (£24k). There has been an increase in Gas Servicing from the impact of solid fuel servicing and asbestos testing £10k from preliminary work for the kitchen replacement contract and requirements of current regulations.
Transport	133	(14)	One-Off	Switching to a new vehicle lease has generated (£7k) savings, reduced fuel prices saved (£3k) and the tracking system contract has reduced saving (£4k).
Supplies & Services	1,093	25	One-Off	This shortfall is due to increased material costs £29k from meeting the demands of responsive repairs and Skip Hire £10k for void and garage clearance.
Total Variance - HRA Expenditure		(59)		
Total Variance - Access Selby HRA		(144)		

2014/15 Selby District Council Capital Programme - To 31 March 2015

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Industrial Units - Road Adoption	24,380	595	-23,785	23,785	0	Quotes are being received for road and streetlight repairs, when this work has been completed highways will make a decision to adopt.
Tadcaster Central Area Redevelopment	112,200	67,669	-44,531	2,000	-42,531	Complete, other than some outstanding planting works.
Tadcaster Bus Station	25,000	0	-25,000	25,000	0	Work to commence 18 May 2015 to be completed in 4 weeks.
Mast Relocation Project	142,330	3,269	-139,062	139,060	-2	Discussions underway on potential to transfer the mast to SDC to allow the Council greater control over process and timetable for relocation. Whole business case now under review. Further progress on relocation unlikely pending outcome of discussions and review.
Portholme Road Culvert	150,000	0	-150,000	150,000	0	Work to take place in 2015/16
Lifeline Equipment	180,000	140,900	-39,100	0	-39,100	Complete
Transactional Website	85,000	46,408	-38,592	38,590	-2	Phase 1 of the project is complete. The budget for the CRM and website need to be combined as this carry forward will be used as part of the CRM.
Northgate Revs & Bens	10,000	5,397	-4,603	0	-4,603	Upgrades for Legislation changes etc not required in year.
ICT Infrastructure Replacement	35,000	21,600	-13,400	0	-13,400	IT Replacement costs for virtual server, virtual software and storage.
ICT Application Delivery	5,800	6,534	734	0	734	Complete
DIP Upgrade	31,900	12,381	-19,519	19,510	-9	Two projects are to progress which link in to the CRM (linking address databases) to commence in new year and retention work now completed.
IDOX Upgrade	10,000	4,738	-5,263	0	-5,263	Complete
Environmental Health System	58,000	25,000	-33,000	33,000	0	Expect to be completed by September 2015 for the M3/ IDOX Integration.
Councillor I-Pads	20,000	1,656	-18,344	18,340	-4	Currently under trial. Business case will be brought forward in 2015/16.
CRM	55,385	0	-55,385	55,380	-5	The project has started and expect to go live in July 2015, with continued development expected until October 2015. Where a second phase of work is set to begin.
Mobile Working Solution	136,000	0	-136,000	136,000	0	Full budget needs to be carried forward. The project has been delayed due to the implementation of other systems such as the migration of the environmental health system to IDOX, CRM and housing which will link in to mobile working.
Genero Housing System	75,000	4,390	-70,610	70,610	0	Work due to commence on this project early 2015 and will to be carried on into 2015/16.
ICT - Desktop Replacement Programme	17,500	18,071	571	0	571	Completed
Asset Management Plan - Leisure & Parks	104,140	104,140	0	0	0	Tadcaster Leisure Centre roof works now complete. Crazy Golf work at the Park is also complete.
CCTV - Fibre Hub	14,000	4,541	-9,459	0	-9,459	Completed
Abbey Leisure Centre -All Weather Pitch	297,000	294,894	-2,106	0	-2,106	Completed
P4G Abbey Leisure Centre Rebuild	5,054,120	5,052,406	-1,714	0	-1,714	Completed
P4G Selby Leisure Village	26,000	25,636	-364	0	-364	Tenders received and successful bid approved. Work to commence 2015/16.
Private Sector - Home Improvement Loans	30,000	-19,984	-49,984	7,200	-42,784	Carry forward required to fund commitments made in 2014/15.
Disabled Facilities Grants	367,750	157,042	-210,708	147,230	-63,478	To date 30 grants have been paid totalling £157k, further grants have been approved and committed for payment during 2015/16. Changes within the Home Improvement Agency caused delays in awarding grants but there appears to be a slow down in the number of applications.
	7,066,505	5,977,284	-1,089,221	865,705	-223,516	

2014/15 Selby District Council Capital Programme - To 31 March 2015

Appendix B

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
						Programme has been agreed with contractors, remaining budget is to be carried forward to roll in to the 2015/16 programme for efficiency. Preliminary site set-ups and electrical works have commenced.
Kitchen Replacements	250,820	65,918	-184,902	184,900	-2	
Electrical Rewires	264,420	209,356	-55,064	0	-55,064	Complete for year
Airey Property Works	1,208,230	1,173,664	-34,566	0	-34,566	Work is has now been completed on this scheme.
						Programme of replacements continues and work is on order along with the requirement to get gas supplies to properties. The carry forward request will be to pay for boilers and gas supply currently on order.
Central Heating System Replacements	1,147,480	983,909	-163,571	40,000	-123,571	
						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. Less failures than anticipated although these will still need to be replaced in the future. Only 4 replacements have taken place this year, effective servicing has reduced failures.
Solid Fuel System Replacements	80,000	24,931	-55,069	0	-55,069	
Roof Replacements	359,000	13,400	-345,600	345,600	0	Scheme in Tadcaster currently on hold, with a view to commence during 2015/16 pending more detailed survey work.
Damp Works	300,000	262,116	-37,884	0	-37,884	Work for this phase completed this financial year.
External Cyclical Repairs (Painting & Windows)	113,000	113,000	0	0	0	Work for this phase completed this financial year.
External Door Replacements	62,900	62,984	84	0	84	Work for this phase completed this financial year.
						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 level of void work is being managed both through capital and revenue budgets. Some garage clearance work is being managed through this budget.
Void Property Repairs	53,500	53,500	0	0	0	
	3,839,350	2,962,779	-876,571	570,500	-306,071	
Total Capital Programme	10,905,855	8,940,063	-1,965,792	1,436,205	-529,587	

Core Savings Plan

Key:

Green: Savings likely to be achieved/low risk

Amber: Tentative savings - further work required/medium risk

Red: Requires a change in Council policy or significant change in service delivery/high risk

Proposed Savings	Status	2014/15	2015/16	2016/17	2017/18	Progress
		£	£	£	£	
Procurement Workstream						
Election Software	Green	4,988	5,087	5,189	5,293	Completed
Audit Partnership	Green	15,918	16,236	16,561	16,892	Completed
Leisure Management Contract	Green	0	75,000	150,000	150,000	Completed
Community / Pooled Budgets	Red	0	5,000	10,000	10,000	-
Improved waste / recycling value for money	Amber	0	50,000	100,000	100,000	-
Banking tender	Green	0	10,000	10,000	8,400	Completed
Total Procurement		20,906	161,323	291,750	290,585	
Transformation Workstream						
WWT - Transformation (Core)	Green	53,060	54,122	55,204	56,308	Completed
Joint CE with NYCC appointed and 1 further FTE reduction	Green	82,000	82,820	83,648	84,484	Completed
Better Together	Amber	-	25,000	50,000	50,000	-
Total Transformation		135,060	161,942	188,852	190,792	
Value for Money Workstream						
Internal Drainage Boards	Green	151,898	154,936	158,035	161,196	Completed
Community Safety	Green	16,236	16,561	16,892	17,230	Completed
Ward Boundary Review	Amber	-	41,430	41,430	41,430	Based on current scheme, to be implemented following the general election in 2015
Total Value for Money		168,134	212,927	216,357	219,856	
Base Budget Review Workstream						
External Audit Fee	Green	53,370	53,370	53,370	53,370	Completed
Early Retirements - Strain on Pension Fund	Green	98,512	100,482	102,491	104,541	Completed
Corporate and Democratic Core	Green	7,140	7,283	7,428	7,577	Completed
Pay award from 2.5% est to 1% revised	Green	33,150	48,118	48,118	48,118	Completed
Internal Audit	Green	13,790	14,066	14,348	14,635	Completed
Car Allowances	Green	2,850	2,850	2,850	2,850	Completed
Civic Centre NNDR	Green	65,996	65,996	65,996	65,996	Completed
NNDR Base Budget Review - Various small sites	Green	0	14,390	14,390	14,390	Go live happened successfully in August, on target
Total Base Budget Review		274,808	306,555	308,991	311,477	
Discretionary Service Review Workstream						
External Grants	Green	12,000	12,000	12,000	12,000	Completed
Total Discretionary Service Review		12,000	12,000	12,000	12,000	
Income Generation Workstream						
Use of assets for advertising space	Amber	-	25,000	25,000	25,000	Negotiations ongoing with NYCC about income split in 15/16
Single Payment Discount Review	Green	10,000	-	-	-	Completed
Empty/Second homes council tax charges review	Amber	-	-	-	-	-
General Fund Housing Development	Amber	-	25,000	50,000	50,000	-
Green Energy	Red	-	75,000	150,000	150,000	-
Total Income Generation		10,000	125,000	225,000	225,000	
Total General Fund Savings		620,908	979,747	1,242,950	1,249,710	
Savings Target		481,374	1,002,995	814,645	1,156,227	
Headroom/Deficit (+/-)	**	139,534	-23,248	428,305	93,483	
Green Savings		620,908	733,317	816,520	823,280	
Amber Savings		-	166,430	266,430	266,430	
Red Savings**		-	80,000	160,000	160,000	
Total		620,908	979,747	1,242,950	1,249,710	

Access Selby - General Fund Savings

Proposed Savings	Ref	Status	2014/15	2015/16	2016/17	2017/18	Members' Update
			£	£	£	£	
IT & Transformation Workstream							
CRM Replacement	TR001	Red	-	36,060	66,252	66,252	Project underway, savings profiled to start in 2015/16
Mobile Working	TR002	Red	-	-	125,038	142,814	Savings continue to be reviewed by Access Selby Directors
Spend to Save initiatives	TR003	Red	-	40,800	41,616	42,448	Further work is required to meet future savings plans
Fuel Site	TR004	Red	-	-	-	-	Other fuel saving options being explored
Review of planning advice and consultants	TR005	Amber	-	3,750	3,750	3,750	Requesting Buying to assist with the task of obtaining better prices.
Joint Business Support Manager Post	TR006	Green	18,289	14,530	14,675	-	Complete
Court Cost / Summons Income - Council Tax recovery proceedings	TR007	Green	71,160	30,000	30,000	30,000	Complete
Formal amalgamation of District newspaper and County Council publications	TR008	Red	-	3,000	3,000	3,000	Awaiting long term decision from NYCC
Opening of Civic Centre	TR009	Amber	-	3,886	3,886	3,886	On target to commence from April 2015
Better Together	TR010	Amber	-	75,000	150,000	150,000	Various projects including Finance, Business Support, Assets & Customer Services
Electronic Payments	TR011	Amber	-	0	25,000	25,000	Improved Debt Collection - Website CRM link.
Improved Revs & Bens Value for Money	TR012	Amber	-	25,000	50,000	50,000	Improved Revs & Bens value for money - opportunity through joint working or alternative.
Further Internal Efficiencies (Outside of Better Together)	TR013	Amber	-	25,000	50,000	50,000	Internal efficiencies through improved processes and IT
Access Selby Commercialisation	TR014	Red	-	25,000	50,000	50,000	Using spare capacity to generate additional income
Total Transformation			89,449	282,026	613,217	617,150	
Commissioning Workstream							
Printers	CO001	Green	9,406	18,811	18,811	18,811	Completed
Lifeline pendants	CO002	Green	-	-	67,576	69,000	Projected savings on track to be delivered
Postage and Mail	CO003	Amber	-	5,000	5,000	5,000	Further work required before savings can be confirmed
Stationery	CO004	Green	500	500	500	500	Completed
Supplier Engagement	CO005	Red	-	20,000	20,000	20,000	Further work is required to meet future savings plans
Reduce Tail end spend	CO006	Amber	-	14,500	14,500	14,500	Savings opportunity identified for future years
IT Service Contracts	CO007	Amber	-	7,500	7,500	7,500	Savings opportunity identified for future years
External Audit - Grants Audit Fee	CO008	Green	-	8,130	8,130	8,130	Completed
Home Improvement Agency contract	CO009	Green	5,000	5,000	5,000	5,000	Completed
Lexis Nexis Legal Library	CO010	Green	5,000	10,000	10,000	10,000	Completed
Community Support Vehicle lease	CO011	Green	-	3,940	3,940	3,940	Completed
Improved Waste / Recycling Value for Money	CO012	Amber	-	50,000	100,000	100,000	To improve value for money
Maximise use of Civic Centre Office Space	CO013	Amber	-	22,500	45,000	45,000	Based on 30 additional desks occupied by partners
Total Commissioning			19,906	165,881	305,957	307,381	
Income Generation Workstream							
Negotiation for share of out performance on Council Tax collection	IG001	Amber	-	3,961	3,961	3,961	Further work required before savings can be confirmed
Maximise current income streams	IG002	Amber	-	61,000	63,040	65,120	Further work required before savings can be confirmed
Recycling Credits	IG003	Green	10,000	0	0	0	Complete
Bulky Waste	IG004	Green	2,700	1,500	1,500	2,000	Complete On track to achieve savings
Street Naming & Numbering	IG005	Amber	-	18,000	18,000	18,000	Complete
Programme for Growth	IG006	Green	6,150	0	0	0	

Proposed Savings	Ref	Status	2014/15 £	2015/16 £	2016/17 £	2017/18 £	Members' Update
Commercial Waste	IG007	Green	16,000	20,000	20,000	20,000	Complete
Air Quality sampling	IG008	Green	1,217	1,217	1,217	1,217	Complete
Export health certificates	IG009	Green	2,000	2,000	2,000	2,000	Complete
Caravan inspection fee	IG010	Green	-	2,000	2,000	2,000	Complete
Policy changes to introduce new income streams	IG011	Red	-	26,783	78,783	80,823	Further work required before savings can be confirmed
Registrar Service	IG012	Amber	2,114	10,994	10,994	10,994	Licence Fee approved and occupancy taken 16th Jan 15
Car Park Income	IG013	Amber	20,000	20,000	20,500	20,500	Achieved for 2014/15
Community Support Lifeline Income	IG014	Red	-	20,000	20,000	20,000	NYCC changes in 2014/15 mean that we are not likely to see increased revenue this year. On track to achieve savings from increase in fee-generating work.
Legal Income	IG015	Green	22,926	8,750	8,750	8,750	
Water Sampling	IG016	Green	-	0	0	0	Will continue to monitor for remainder of 14/15
Land Charges Income - Search fees	IG017	Amber	54,000	21,000	21,000	21,000	
Total Income Generation			137,107	217,205	271,745	276,365	
Other							
Agency Staff	OT001	Amber	-	2,500	2,500	2,500	Savings opportunity identified for future years
NY regional strategy officer	OT002	Green	-	2,520	2,520	2,520	On track to achieve savings
Community Support Office telephone savings	OT003	Green	-	9,600	9,600	9,600	On track to achieve savings
Contracts - General Office Expenses	OT004	Green	-	360	360	360	On track to achieve savings
Contracts - Officer subsistence general saving	OT005	Green	-	200	200	200	On track to achieve savings
Commercial Waste	OT006	Green	-	1,160	1,160	1,160	On track to achieve savings
Environmental Health & Housing telephone savings	OT007	Green	-	430	430	430	On track to achieve savings
Total Other			-	16,770	16,770	16,770	
Total General Fund Savings in Progress			246,462	681,882	1,207,689	1,217,666	
Completed (GREEN) General Fund Savings			3,015,156	3,140,155	3,198,000	3,238,699	
Total General Fund Savings			3,261,617	3,822,036	4,405,689	4,456,364	
Savings Target			3,411,816	3,582,719	3,619,388	3,727,970	
Headroom/Deficit (+/-)			** - 150,199	239,317	786,301	728,395	
Green Savings			3,185,503	3,280,803	3,406,369	3,434,317	
Amber Savings			76,114	369,591	594,631	596,711	
Red Savings**			-	171,643	404,689	425,337	
Total			3,261,617	3,822,036	4,405,689	4,456,364	

Key:

HRA Savings Plan

Green: Savings likely to be achieved/low risk

Amber: Tentative savings - further work required/medium risk

Red: Requires a change in Council policy or significant change in service delivery/high risk

Proposed Savings	Status	2014/15	2015/16	2016/17	2017/18	Progress
		£	£	£	£	
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	40,460	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	15,000	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	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	2,500	Completed
Footpaths	Green	10,000	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	370	Completed
Energy Performance Certificates	Green	3,000	3,000	3,000	3,000	Completed
Reactive repairs and maintenance subcontractor review	Red	-	-	-	-	-
Review building material suppliers	Red	-	5,000	-	-	Potential savings of £5-12k were estimated by V4, however nothing is being done with this project currently
SDC Contract Hire Vehicles	Green	-	18,000	18,000	18,000	On target to achieve savings.
Asbestos Removal	Green	500	500	500	500	Completed
Solid Fuel Servicing	Green	-	12,470	12,470	12,470	Completed
Communal Lighting	Green	-	3,350	3,350	3,350	Newly identified as part of the budget process, on track
Pumping Stations	Green	-	3,210	3,210	3,210	Newly identified as part of the budget process, on track
Lift Maintenance	Green	-	1,300	1,300	1,300	Newly identified as part of the budget process, on track
Bank charges	Green	-	1,600	1,600	1,600	Newly identified as part of the budget process, on track
Debt collection costs	Green	-	1,300	1,300	1,300	Newly identified as part of the budget process, on track
Hostels	Green	-	5,230	5,230	5,230	Newly identified as part of the budget process, on track
HRA Investment Interest	Green	-	-	9,000	9,000	Newly identified as part of the budget process, on track. £40k
Total Housing Revenue Account Savings		392,986	444,366	448,366	448,366	
Savings Target		360,000	360,000	360,000	360,000	
Headroom/Deficit (+/-)	**	32,986	84,366	88,366	88,366	
Green Savings		392,986	439,366	448,366	448,366	
Amber Savings		-	-	-	-	
Red Savings**		-	5,000	-	-	
Total		392,986	444,366	448,366	448,366	

Access Selby Carry Forward Budget Requests from 2014/15 to 2015/16

General Fund Revenue					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
Access Selby Board	Consultancy	Funding to be utilised to continue development of AS Board	4,390	2,690	2,690
Access Selby Management Team	Salaries	Funding for Graduate placements	471,980	121,790	16,140
Access Selby Project Funds	Project Fund	To fund on-going projects	141,020	90,168	90,160
Climate Change	Contributions	To deliver SAPP research	10,000	10,000	10,000
Core Strategy - Legal Challenge	Legal Fees	To continue to defend Core Strategy	17,000	17,000	17,000
Development Policy Research	Projects Fund	Plan Selby to continue into 2015/16	189,000	162,132	162,130
Development Policy Service	Specialist Fees	Plan Selby to continue into 2015/16	371,000	292,272	292,270
Homeless Persons	Homeless Strategy	To continue to fund Housing Options posts and Homeless Prevention work	60,000	22,195	6,755
Homeless Persons	Projects Fund	Homeless Prevention Locally	29,220	12,127	12,120
Green Deal Scheme	Contributions	Green Deal subscriptions 2015	9,030	9,030	9,030
Pollution Monitoring / Air Quality Mgt	Project Fund	Continuation of USA project commenced in 14/15	6,500	2,461	2,460
Contingency	Contingency	To mitigate cost pressures arising from the planning system (Local Plan etc)	70,000	70,000	70,000
Total			1,379,140	811,865	690,755

Housing Revenue Account Revenue					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
Painting Dwellings	Maintenance	To complete 2014/15 painting programme	55,000	36,687	36,680
Total			55,000	36,687	36,680

General Fund Capital					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
ICT Capital Projects	Website & Intranet	Remaining budget is to be used for second phase of the project - linking to CRM	85,000	38,590	38,590
Industrial Unit Road Adoption	Repairs & Maintenance	Work on-going with NYCC Highways and Legal for adoption	24,380	23,785	23,785
Tadcaster Central Area Redevelopment	Repairs & Maintenance	Outstanding planting works to be carried out my Amey in 15/16	112,000	44,530	2,000
Tadcaster Bus Station	Repairs & Maintenance	Works due to commence May 5th - completion expected within 4 weeks	25,000	25,000	25,000
Portholme Road collapsed Culvert	Repairs & Maintenance	Tender return 06/03/15 - works will not commence until 15/16.	150,000	150,000	150,000
ICT Capital Projects	DIP Maintenance	To carry out remaining upgrades that have been delayed by supplier	31,900	19,519	19,510
ICT Capital Projects	Environmental Health System	Remaining budget required to complete integration on completion of project	58,000	33,000	33,000
ICT Capital Projects	CRM	Project to commence in 2015	55,385	55,385	55,380
ICT Capital Projects	Mobile Working	Project delayed due to working with NYCC on implementation, and requirement to complete other major projects such as Env Health system and housing systems	136,000	136,000	136,000
HRA ICT - Capital Projects	Software	Carry forward required to purchase system that will be implemented 15/16	75,000	70,610	70,610
Repair Assistance Loans	Loans	Funds committed in 14/15 to be paid 15/16	30,000	26,632	7,200
Disabled Facilities Grants	Grant Payments	To fund the balance of committed works from the 14/15 budget that have not yet been completed	300,000	210,708	147,230
Total			1,082,665	833,759	708,305

Housing Revenue Account Capital					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
Kitchens Decent Homes	Improvements to Property	14/15 Programme to be combined with 15/16 to achieve economies of scale	250,820	184,902	184,900
Roof Replacement	Improvements to Property	Works delayed by leaseholder issues	359,000	345,600	345,600
Central Heating systems	Improvements to Property	Systems on order, but awaiting gas supply	1,147,480	143,713	40,000
Total			1,757,300	674,215	570,500

Core & Communities Selby Carry Forward Budget Requests from 2014/15 to 2015/16

General Fund Revenue - Core					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
Democratic Core	Members Seminars & Training	Comprehensive training plan developed and to be implemented in May	14,000	10,275	10,270
Grants & Loans to Businesses	Grants	To fund contributions committed from Leaders Contingency	22,054	10,000	10,000
Better Together	Miscellaneous costs	NYCC / SDC joint working arrangements will continue into 15/16	28,950	22,118	22,110
Core Project Officer	SMT & Core Salaries	To fund project officer for 2015/16	26,540	19,775	19,775
Operational Contingency Balance	Contingency		101,646	101,646	101,640
Total			193,190	163,814	163,795

General Fund Capital - Core					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
ICT Capital Projects	Members iPads	iPads to be rolled out in 15/16	20,000	18,334	18,340
Mast Relocation Project	Consultancy Fees	Discussions on-going with NYP and other land owners regarding the potential for Portholme site	142,330	139,060	139,060
Total			162,330	157,394	157,400

General Fund Revenue - Communities Selby					
Description		Purpose of Carry Forward	14/15 Current Budget	Remaining Budget	Carry Forward Request
Northern CEF	FWAG Grant	CEF Projects to continue into 15/16	40,000	40,000	40,000
Community Engagement Forums	Projects Fund	CEF Projects to continue into 15/16	21,020	20,270	20,270
Local Strategic Partnership	Projects Fund	Continuation of Partnerships funding into 15/16	30,260	30,260	30,260
Tadcaster Tough Stuff	Projects Fund	To complete Projects	9,390	2,810	2,810
Northern CEF	Projects Fund	CEF Projects to continue into 15/16	43,820	18,717	18,710
Total			144,490	112,057	112,050

Total Carry Forwards			4,774,115	2,789,791	2,439,485
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Selby District Council

REPORT

Reference: E/15/12

Public



To: The Executive
Date: 2 July 2015
Status: Non-key decision
Report Published: 24 June 2015
Author: Mike James, Lead Officer – Communications
Executive Member: Cllr Mark Crane
Lead Officer: Mary Weastell

Title: Selby District Council Annual Report

Summary:

This paper sets out the proposed approach for the 2014/15 Selby District Council annual report.

We use our annual report to update progress on our long-term goals. It also includes information about how the organisation operates, key personnel and financial information.

The report gives a narrative for the organisation's work during the period between 1 April 2014 and 31 March 2015.

Recommendation:

- i. To approve the text of the annual report for publication

Reasons for recommendation

To enable the Council to publish its annual report.

1. Introduction and background

2. The Report

The report is structured around reporting progress against the Council's Corporate Plan 2011-15, as well as a look ahead to the new priorities agreed during the reporting period. It also includes performance information for the

day-to-day delivery of services, key partnerships and their impact, and a financial summary.

It should be noted that the material is retrospective and covers the period 1 April 2014 to 31 March 2015; some notable recent achievements fall outside this timeline.

This year's report returns to a standard document format. We tested a new approach with last year's report, producing a computer animated version alongside the traditional document. The aim was to maximise the reach of the information to audiences who have not engaged with it in the past. Despite a campaign to signpost customers, stakeholders and staff to the online version, success was limited when compared to similar approaches used for other issues (for example video content produced to support the opening of the new leisure centre). It was important, however, to test and evaluate a new approach.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

None

3.2 Financial Issues

None

4. Conclusion

The annual report is an important part of the way in which we demonstrate progress against our corporate priorities, alongside financial information.

5. Background Documents

Corporate Plan 2011-15

Corporate Plan 2015-20

Contact Details

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Appendices:

Appendix A: full text of the Annual Report 2014/15.

ANNUAL REPORT APPENDIX A

Section 1

This is our annual report

This annual report gives information about what Selby District Council has been doing during the period from April 2014 to March 2015. Here's what's inside...

- Find out about the work we've been doing on the things that are most important
- There's information about how well we've been delivering our 'day job'
- Read about how we've been using our position to make the most of new opportunities
- You can look at our finances and see how we've been spending the money we receive
- Find out about the way we work and the people who make decisions
- And there's information about our plans for the future too

A bit about us...

Selby District Council delivers a range of public services. It operates alongside North Yorkshire County Council, and local parish councils.

Here's what we do...

[INFOGRAPHIC 1]

And here's where we do it...

[INSERT DISTRICT MAP IN REGIONAL CONTEXT]

The Selby district is in the heart of Yorkshire, and at the heart of Britain.

We think our road and rail connections, the quality, quantity and affordability of new business space coming onto the market, the investment in our energy sector companies, the quality of our housing, low crime and access to leisure and countryside all go together to make the Selby district **a great place to do business and a great place to live.**

Section 2

Introduction

From the Leader and Chief Executive of Selby District Council

“It’s been a year of seizing opportunities.

“We opened our brand new £7m leisure centre in March 2015, making the most of the opportunity to develop a new facility following a devastating fire at the previous centre just three years earlier. The new leisure centre offers state-of-the-art gym and fitness facilities, as well as a six-lane 25m swimming pool.

“During the year we lobbied hard to be part of the inaugural Tour de Yorkshire cycle race. Coming in light of the success of the Tour de France *grand depart* in Yorkshire during 2014, the Tour de Yorkshire race is a top-rated event in the cycling calendar that we anticipate will deliver lasting economic benefit to the district. It was an opportunity too good to miss.

“We’ve also made the most of opportunities to shout about our district and what it has to offer for businesses and investors during the year, with involvement at events in London and hosting business events in the district.

“We’ve realised a number of new opportunities opened up through our innovative partnership with North Yorkshire County Council, such as supporting the relocation of their registrars service to deliver a better customer experience, and the development of our new website.

“And whilst this report is an overview of April 2014 to March 2015, our new corporate plan agreed in February 2015 sets out the opportunities we want to create and develop over the next five years.

“Local government continues to face challenges. Further pressure on budgets and increasing demand for some services has made a focus on the things that have the biggest impact ever more important. But it’s a challenge we’re meeting head-on.

“One of the key ways in which we’ll continue to do so is by making the most of our role as a facilitator within our community: how can we best use our position and influence to help everyone achieve their goals for the district? That’s a key factor underpinning our new corporate plan, and one which you can see as a thread through last year’s work too.”

Cllr Mark Crane, Leader of Selby District Council
Mary Weastell, Chief Executive of Selby District Council
Selby, July 2015

Section 3(a)

Our district's priorities... and what we've done about them

Back in 2011 we set out a long-term plan based around *Five Big Things*: 2014/15 was the final year of that plan. Here's what we've achieved during the past twelve months within each of these five priorities.

Living Well

We said...

We wanted to support a cultural and visitor economy, further improve community-based leisure services and encourage greater sports participation.

During 2014/15 we did...

In March 2015 we welcomed Olympic swimming champion Rebecca Adlington OBE to open our brand new leisure centre. This replaced the old leisure centre which was destroyed by fire back in 2012. In just three years we managed to re-commission new state-of-the-art facilities, fit for the long-term, for our community.

During the year we also agreed plans to develop a new 'leisure village' on the site of the leisure centre, to make the venue a real destination for the district and beyond; helping business growth as well as supporting healthy living.

Meanwhile, in autumn 2014, we lobbied for Selby to be part of the first ever Tour de Yorkshire cycle race. This is run by the people who organise the Tour de France. Broadcast in 120 countries and with significant domestic interest, we expect the race to deliver real long-term economic benefit to the district by raising its profile as a visitor and business location.

So what?

During the month of the leisure centre opening, there were almost 12,000 visits to the new facilities, with membership up by over 22% in the final quarter of the year compared to the same period in the previous twelve months. As of 31 March around 2,500 people were members of the leisure centre. Such figures demonstrate the impact of the new facilities on helping people to stay fit and healthy and helping to draw in visitors to Selby town centre.

Meanwhile, up to 31 March 2014 the Council's involvement in the inaugural Tour de Yorkshire helped to significantly raise the profile of the district to support visitor numbers and business growth. Whilst the race has taken place during the following financial year, press coverage of the race starts and finishes ahead of the event is estimated to have been worth circa £5million. The event itself, which took place in May 2015 (outside the timeline for this review) brought in around 7,000 people to Selby town centre helping to significantly boost trade and highlight the district's offer to visitors and business.

Changing places

We said...

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

During 2014/15 we did...

During 2014/15 we finalised our Core Strategy, which is the long-term planning document that sets out development needed up to 2027. This was independently tested during the year.

We set up a new partnership with Business Support York and North Yorkshire to deliver a series of business support sessions offering free advice and networking opportunities for small firms. These have been supported by other one-off free help sessions for businesses during the year, run in partnership with organisations such as the Government's Business Growth Service.

The Council facilitated the development of the Selby Town Enterprise Partnership (STEP) during the year, which brings together business and community leaders to support new investment. In 2014 the STEP provided support to the Selby Food Festival, which increased footfall in the town centre and led to a 50% increase in takings for some retailers in the town. Then, in the early part of 2015, the STEP supported preparations for the Tour de Yorkshire, including playing a significant part in supporting retailers to make the most of this unique opportunity.

In December 2014 we unveiled a series of new roundabout sculptures on key access routes into Selby town centre, as part of our work to improve gateways into the area to encourage visitors and business investment.

We've worked proactively with key developers to support investment, funding and development for key sites such as Olympia Park at Barlby and Sherburn 2 at Sherburn in Elmet.

So what?

With the Core Strategy in place we now have an agreed framework for sustainable growth and development, giving certainty to developers about future plans and helping to make the district an attractive place to invest. The overall number of planning applications dealt with by the Council has steadily increased during 2014/15, with income from these up by around £200,000 – a 40% increase. This increase in investment demonstrates a growing confidence in our district.

Attendance at the monthly business support sessions has grown during the year, with around 50 companies taking part in the monthly sessions by March 2015.

During the year the Council worked with a range of partners to develop a 'growing enterprise' programme; delivery of the programme, which includes the following, will take place during 2015/16:

- supporting new business incubator units to open up opportunities for firms to benefit from affordable accommodation;
- identify suitable premises for a new 'popshop' to give aspiring small independent retailers a chance to test their products and market;
- support retailers to hold further food and drink festivals in Selby;
- support access to free wi-fi connections in Selby and Tadcaster;
- introduce new business advice services to cover issues such as starting up, premises, business mentoring and apprenticeships;
- further support the Enterprise Café business networking and support sessions;
- work alongside Selby College, Tadcaster Grammar School and Sherburn High School to support new business ideas from students; and

- support the retail sector by investing in a review of skills, support and training needs.

A stronger Council

We said...

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

During 2014/15 we did...

We've worked proactively with developers to support major new investment in the district to support new homes and business space, to maximise the value of our key development sites identified in the Core Strategy (see above).

During the year we've further developed our Planning Surgery service, to ensure that developers and individuals have easy access to information and support to help with planning issues.

In partnership with North Yorkshire Council we started working with communities in Sherburn in Elmet and South Milford to shape the way in which their services will be delivered in the future, with the aim of putting people at the heart of the way in which they access their services.

So what?

Our collaborative approach to supporting new investment has enabled us to secure £16.5m of funding to kick-start development at Olympia Park, Barlby. This is one of our key development sites for the district, and will open up significant new business space, estimated to be capable of delivering around 5,000 new jobs, and expected to deliver around 800 new homes.

During the year an average of twelve individuals or businesses per week used our Planning Surgery service, which offers over-the-counter advice to help make the planning process as easily accessible as possible. This new service was introduced in the previous financial year.

Being switched on

We said...

We would act like a business and spend every pound as wisely as possible. We would improve online access to services and work to bring in new business.

During 2014/15 we did...

We've continued our long-term programme of delivering savings and efficiencies over the year (see page xx for more), which means that we've saved around £4m over the last four years.

We've made significant progress in our ambition to work collaboratively with North Yorkshire County Council to improve the level of service and support efficiencies for our joint customers. During 2014/15 we joined together the management of our back office support teams and we made savings on contracts with suppliers. In January 2015 the County Council's registrars service moved to the District Council civic centre, offering much-improved facilities for customers as well as delivering long-term savings for the service.

In February 2015 we agreed to keep Council Tax on hold, because the savings and efficiencies we've delivered have enabled us to maintain a sound financial footing.

Also that month we launched our brand new website, offering much easier and clearer information about local services to our customers. This was delivered in partnership with North Yorkshire County Council.

So what?

The Better Together collaboration with North Yorkshire County Council has delivered savings of over £100,000, with plans developed during the year for the collaboration to achieve savings of around £1.2m by 2020.

Confidence in the joint working programme was demonstrated during the year by award of two separate grants to support specific initiatives within the wider project. £137,000 was awarded to support the delivery of the District Council's new website and customer relationship management system (delivered by County Council colleagues). This was followed by over £500,000 to help deliver the outcomes of the 'customer and community' work stream, which seeks to support communities to take a greater role in the design and delivery of their local services.

The move of the County Council's registrars service to the District Council's civic centre has supported cashable and non-cashable benefits. The move has supported an increase in the number of ceremonies, with a knock-on benefit for local businesses supporting this trade. It has achieved savings of over £40,000.

Meanwhile the re-location of the County Council's Youth Service to the District Council offices has delivered a £20,000 saving to the County authority, alongside a near £17,000 income to the District Council.

During the year the councils linked their phone systems, making it easier and cheaper to contact each other.

Since the introduction of our new website we've seen a 24% increase in visitors to the site, which we believe has supported a 15% decrease in the number of people having to call our Customer Contact Centre, indicating people are more able to get the information they need online.

Tackling the tough stuff

We said...

We would ensure there were homes for all incomes and appropriate accommodation for Gypsies and Travellers as required. We would continue to support people living in and around Tadcaster to unlock the potential of their town.

During 2014/15 we did...

Through the creation of the Selby District Housing Trust, during 2014/15 we have helped facilitate new affordable homes for rent at Kirkgate in Tadcaster; in addition, during the year, the Trust started work in three new properties at St Joseph's Street in the town.

During the year we also worked with the Housing Trust to put in place plans for new affordable homes at Riccall too.

We completed refurbishment works at Tadcaster's Central Area car park to support local traders in the town centre, despite a number of years of legal wrangle.

Following a research study which concluded that Tadcaster's environment was felt to be a key issue, we delivered a number of environmental improvements including new street furniture, signage and litter bins.

So what?

We expect to welcome new tenants to the new affordable homes in Tadcaster developed during the year by the Selby and District Housing Trust.

Looking to the future

As well as delivering the final elements of our 2011-15 long-term plan, in February 2015 we also agreed a new set of strategic goals for the period 2015 to 2020. This was developed in partnership with a range of key organisations, businesses and communities to ensure it reflects the needs and aspirations of those living and working in the Selby district.

The new plan further develops some key themes we have been working on over previous years. These are the issues we'll be focusing on from 2015/16...

Making Selby a great place... to do business

We will be renewing our focus on the local economy to give a sustainable future for the area's businesses and residents. This means we will work alongside developers, partners and business leaders to support new opportunities. We want to deliver thriving futures for our main towns, with knock-on benefits for the surrounding communities.

Making Selby a great place... to enjoy life

We want everyone to have the opportunities to live a happy and healthy life, regardless of where people live in the district. This includes making sure that the homes needed are built, and includes working with key partners to support families to adopt healthy choices and behaviours.

Making Selby a great place... to make a difference

We want to support people to take an active and influential role in their local services, because communities are best placed to know what priorities are where they live. To enable this to happen, we'll be focusing on providing the right sort of support and guidance they need. It will be vital for us to work actively with a range of community and voluntary groups, and through Community Engagement Forums.

Supported by Selby District Council delivering great value

This is about working with others to co-design the way services are delivered. We have a commitment to communicate well with customers to help us understand what matters, to listen and learn. And we'll continue on our path of driving through efficiencies and savings to ensure we're making the most of each and every public pound.

See *Where next?* (page xx) for more.

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In autumn 2014 we carried out some market research to help us develop the new Corporate Plan. We asked for people's opinion on our draft priorities, and 82% of people said that supporting business growth was important or very important for them and their community; 78% gave the same rating for making Selby a great place to enjoy life: that's why these are integral parts of our new plan.

These new priorities build on what has gone before. For example, throughout 2014/15 we've been developing our links with the business community to engage and support them to help bring in new investment and deliver growth; we'll take this forward from 2015/16 too. Here's what we've been doing.

[INFOGRAPHIC 2]

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Text for infographic:

Setting the framework for growth

Our **Business breakfast summits** have helped us to better engage with business and understand business need, by agreeing shared priorities.

Our **Core Strategy** sets out a long-term plan to support new investment in buildings and infrastructure, by identifying areas of the district for growth.

Our **Growing Enterprise** project focuses on the practical steps we can take to open up new business opportunities, such as incubator units and Popshops.

Turning our joint ambition into reality

Our work with **Local Enterprise Partnerships** has helped to secure significant funding for the Olympia Park development site.

Our lobbying has helped to bring to the district the **Tour de Yorkshire** international cycle race, to deliver a long-term economic boost.

We've told the story of what the district has to offer at the highest level, including **proactive engagement** with potential overseas investors.

Giving practical help

We've developed a short film in partnership with businesses that can be used by anyone **to promote the area** to potential investors.

We've hosted a series of **business support workshops** to give practical advice and networking opportunities to our small firms.

Section 3(b)

Delivering the day-to-day

Alongside monitoring progress against our big priorities, we also monitor the performance of all the services we deliver for our community.

Measure	2014/15 Performance	Previous year performance	Context
% of customers satisfied	98.83%	98.74%	We measure satisfaction through our 'Customer Pledge' which records customer feedback at the point at which the service is delivered.
% of contacts 'right first time'	91.14%	91.48%	During the year we received over 145,000 contacts through our customer contact centre; this is fewer than previous years and shows a growing trend away from face to face or phone contact as we develop other means of people accessing services
% satisfied with street cleanliness	80.00%	90.00%	As this is a 'passive' service (e.g. it happens to people rather than people accessing it) it is measured through an assessment of the number of complaints received.
% satisfied with leisure facilities	TBC	78.00%	
% of repairs to Council properties completed with agreed timescales	99%	98%	This measure ensures we are dealing with emergency and urgent repairs in a timely way.
Average time taken to re-let housing	26 days	24 days	Re-letting property as quickly as possible not only helps people to have access to housing more quickly, but also supports rental income.
Environmental health inspections of high risk and medium risk premises	100%	100%	We carried out over 30 environmental health inspections for properties deemed to be the highest risk, supported by a further 194 for medium risk properties: we rate the importance of properties against national criteria.
Response to environmental health complaints	100%	100%	We have a duty to react to complaints received and during this year we dealt with 37 environmental health complaints.
Number of high risk enforcement issues resolved	100%	100%	Every high risk enforcement case has been resolved during the year such as dealing with significant fly tipping, rat infestations or antisocial behaviour

			cases, alongside nearly 600 lower risk cases such as planning enforcement.
% of new benefit claims and changes to existing claims processed within 5 days	93.27%	94.41%	<p>The 5 days is from the submission of a complete application.</p> <p>We think it's important to support people to get the help they need as quickly and effectively as possible, which is why we prioritise this measure.</p>
% of Council Tax debt recovered	97.64%	97.52%	<p>Minimising the amount of Council Tax debt helps to keep down costs for everyone.</p> <p>We've improved compared to the previous year, but we're slightly below the target we set ourselves for 2014/15 because we've seen an increase in the number of people paying over 12 monthly instalments during the year rather than the traditional 10. This leaves less time to pick up arrears at the end of the financial year.</p>
% of Council rent recovered	97.65%	98.28%	<p>We have continued to proactively engage with our tenants to support them to be able to pay rent on time, which helps us to run an effective housing service.</p> <p>In considering our performance we look at what's happening across the country, and this shows that there are more tenants in arrears this year compared to previous years.</p>
% of planning applications considered within time under the scheme of delegation	84.63%	89.58%	<p>It's vital that we support an effective, efficient and fair planning system for the district, to help support investment, housing and jobs. We work to national timeframes for considering applications. During the year we have seen an increase in the number of planning applications received.</p>
% of invoices to suppliers paid within 30 days.	96.24%	95.24%	<p>We buy in goods and support to help us deliver our services, as we think it's important to ensure that the companies we work with receive the money they are owed as soon as possible. That's why we prioritise payments to businesses within 30 days.</p>

% rate of return on commercial assets	15.53%	13.93%	We've increased our return by improving occupancy at our industrial units.
Reducing costs of non-operational sites	-11.84%	25.19%	The only non-operational site still owned by the Council is a depot building at Barlby. We have been working with others to maximise the use of our joint assets, such as the relocation of the County Council's registrars service to the District Council civic centre.
% increase in income generation	12.25%	2.87%	We have exceeded income targets for land charges and court costs, while income from planning applications has increased because of the number of large applications received, as has income from green waste because of increases in the amount collected.
% efficiency and productivity improvements	2.62%	1.65%	We have achieved efficiency and productivity savings of around £161k during the year, against an overall 'general fund' budget of £6.142m.
% efficiency gain in outsourced services	4.81%	2.18%	Through close working with the provider of our street scene service we have been able to minimise the impact of increased costs to deliver this service as more and more homes are built in the district: this represents an efficiency gain of nearly 5%.
% of capital programme delivered	73.00%	71.28%	This represents the percentage of the total investment programme that we have delivered during the year. Some works, such as repairing a culvert in Selby town centre, have been delayed to support other priorities.
Council Tax base	29,272	Not Measured	Ensuring that all properties liable for Council Tax are charged as required is an obvious way to ensure that we can keep down costs for all across the district. Overall we have seen an increase in properties charged, reflecting new homes built, but this has been offset against increases in the number of properties that are exempt.
Amount of business rates retention income achieved	£2.626m	Not Measured	Through business growth in the district business rates income has increased, resulting in an additional £500k for the Council during the year. Looking forward, we are investing in new ways of working to help us maximise income.

Section 4

Maximising the value of what we do

During 2014/15 the Council has been developing its position as a facilitator within the community, to bring together those who can make a positive difference to the area. Working to this principle enables the Council to maximise the value of its efforts: we have been focusing on supporting others to work together for a common goal. Here is an overview of what we've done during 2014/15.

We've been focusing on what's most important for the district

One of our key development sites is Olympia Park at Barlby, designed to deliver significant new housing and business growth opportunities. Through the Council's proactive engagement with key partners, and working alongside the developers, in July 2014 **we managed to help secure over £16m of investment** for the site from the Government's Growth Deal to help facilitate the development. This demonstrates the regional importance of the site. We've been supporting the development in other ways too throughout the year, including in November attending a special event in London to promote the Selby district's offer to Chinese investors.

We've been developing new links...

We've been strengthening our links to the most important public and private sector players in the district through our **business breakfast summits**. We held the second such summit in November 2014, which discussed how members of the group can work together to maximise the district's influence regionally and nationally to support economic growth and resilience. It included representatives from around 25 businesses and public sector organisations.

Members of the group have worked together to deliver a number of outcomes during the year. The Council has facilitated a business communications group to coordinate the communications work of the public and private sector **to build a stronger brand for Selby by raising the profile of the area**. We've been working alongside others to develop a construction partnership to **promote a local workforce with the right skills and jobs by supporting training opportunities and job creation**. The partnership has helped to open discussion between businesses and community groups to look at opportunities for joint working to **build strong and resilient communities through investment to support local community groups**. And securing Growth Deal funding for Olympia Park has been part of the partnership's work to **develop a strong voice for Selby by influencing, lobbying and building the right external relationships to promote and attract investment opportunities**.

Developing the business breakfast network has helped us to create a framework for supporting business events and opportunities. For example, we were able to host a visit of the Taiwanese Ambassador at the civic centre which we used to help open up new links to foster discussions about investment opportunities.

In December 2014 we secured Selby's position as a stage start for the inaugural Tour de Yorkshire cycle race, by making a proactive approach to race organisers, Welcome to Yorkshire. The race comes in response to Yorkshire's successful hosting of the Tour de France, and involvement in the event is set to bring significant economic benefit far beyond race day. The Council lobbied for

involvement in the inaugural Tour as part of its work to raise the profile of the area and work with others to attract new investment.

During the year we have been investigating options for working more closely with colleagues from North Yorkshire Police as part of our joint efforts to drive through further efficiencies. The Police now have a working presence within the civic centre which helps to foster better joint working to deal with important community issues. This has had a direct benefit on the Council being able to deal more effectively with intervention on issues such as antisocial behaviour.

Better Together

One of the Council's strategic partnerships is with North Yorkshire County Council: our Better Together project. The core aims are to deliver efficiencies through joint procurement and delivery of services, and to improve customer service by acting as one for our joint customers.

Key headlines from the partnership during the year:

- £100,000 of savings delivered so far
- Over £630,000 of new investment drawn in from other sources, demonstrating confidence in the partnership
- Relocation of the registrars service to improve customer experience and deliver long-term savings
- The partnership has supported the development of the District Council's new website, with a 24% increase in website traffic.

"The registrars have provided a really personal service – they've guided us through the whole event from beginning to end."

Hannah and Lauren – the first wedding to take place at the District Council offices

In partnership with our community

The Council works directly with the local community through its support of Community Engagement Forums (CEFs). These bring together a range of public service providers, and give people an opportunity to have their say about local priorities. There are five Forums covering the Selby district. Four of these are coordinated by the Selby District Association of Voluntary Services; one by an independent consultant in Tadcaster.

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Focus on...

Community Engagement Forums

Working as part of the Forums has helped to deliver a number of actions during the year.

In the Tadcaster & Villages area, 2014 saw the launch of the new Tadcaster Today bi-monthly newsletter, distributed to around 5,000 people in the area. It showcases events and businesses in the area, with the aim of supporting local traders and increasing visitor numbers. This has been supported by the development of the Visit Tadcaster website, facilitated by the Forum. The year also saw the launch of the Tadcaster and Rural Community Interest Company which has supported a variety of work for the Forum.

Southern and Western CEF joined together to fund a police volunteers scheme, which has been recognised as national 'best practice by the police. A vehicle has been purchased for night time use, to patrol the Western and Southern CEF area; additional police volunteers have also been trained for the new initiative.

Central and Eastern CEF have been working together to develop a model for a Good Neighbour Scheme that can be rolled out across the district.

Western CEF has been working with 18 "grass roots" community groups to provide a package of training and support to enable them to develop their work in the community.

Southern CEF held two consultation events with residents of villages in their area to develop a new Community Development Plan focusing on actions to address transport, young people and isolated individuals.

The Eastern CEF has also created a new Community Development Plan, consulting with residents through meetings, an online questionnaire and an interactive workshop. Key priorities agreed include: highlighting and acting upon local issues, supporting villages to provide a vibrant range of activities and encouraging involvement and volunteering in our community.

Overall, during the year the Forums supported over 30 community organisations through grants total nearly £70,000. This helped to bring in match funding of around £317,000. The funding has been used to support equipment, transport and develop services for the community.

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In line with our newly developed priority (see page xx) of making the Selby district **a great place to make a difference**, during the early part of 2015 we started to on a programme of engagement with people to help co-design services, in partnership with North Yorkshire County Council.

At Sherburn in Elmet, discussions about the potential of community ownership of the library building could enable the development of a community hub. This could provide a range of statutory and voluntary services to people. Such a development would run in tandem with any future development of a former school site in the area and the development of leisure activities run from the Eversley Park Centre. The District, County and Parish councils are looking at the possibility of investing in a development officer to support this work.

Section 5

Our year: month by month

Here are some of the things we're proud of during the year...

In **April 2014** the Executive confirmed plans for a skatepark in Selby at the site of the new leisure centre, in direct response to concerns raised by young people in the area. Speaking at the meeting, the Leader praised the young people for their efforts at raising the issue with the Council, "The representatives from Selby High, speaking on behalf of a number of schools, did a really good job at putting together a wealth of information to support their petition. We've listened and taken on board their comments", explained Council Leader, Cllr Mark Crane.

In **May 2014** part of the Olympia Park site at Barlby was put on the market; a major step forward for this important development site. The area is set to deliver over 800 new homes and significant new business space to support housing and economic growth in the district.

In **June 2014** over 150 people attended the Council's first ever Enterprise Day, which offered a chance for local companies to show what they do, a chance for businesses to access specialist support, and to support business networking. It was organised as part of an innovative partnership between the Council and Business Support York and North Yorkshire, and developed as part of the Council's Programme for Growth.

In **July 2014** over £16m was secured for the Olympia Park development, as a result of the Council working alongside developers and key investment partners. The money was part of the Government's Growth Deal, delivered through Local Enterprise Partnerships.

In **August 2014** the District and County Councils agreed to make major improvements to the local registrars service, by relocating it to the District Council's civic centre. The move took place the following January, and means that customers can now access the service in much improved surroundings as well as it making savings for both authorities.

In **September 2014** construction of the new Selby Leisure Centre reached a significant milestone, with the development's 'topping out'. This was the point at which the topmost beam of the building was put in place. Local school children took part in a ceremony to mark the event.

In **October 2014** the High Court in London dismissed a challenge to the Council's Core Strategy local plan, which sets the blueprint for delivering jobs and homes growth in the district over the long-term. As part of the development of the strategy the document was independently tested, and the High Court found in favour of the Council to enable the blueprint to be used to support planning decisions.

In **November 2014** we completed a £3.45m project to refurbish over 80 'Airey' homes in the district. These had been built after the Second World War and were in need of updating. The major works included replacement of the exterior cladding and upgrading insulation to vastly increase their energy efficiency.

In **December 2014** two key 'gateway' roundabouts into Selby received a makeover, as part of the Council's work to improve the look and feel of the area to benefit both residents and encourage visitors. The iconic sculptures were unveiled on two of the roundabouts along the Selby bypass, highlighting aspects of the town's heritage.

In **January 2015** local school children helped us to celebrate the announcement that Selby would host stage two of the inaugural Tour de Yorkshire. Lobbying for inclusion in the race had been part of the Council's efforts to raise the profile of the area to support economic growth and visitor numbers.

In **February 2015** the Council agreed to freeze Council Tax for residents; a decision made possible because of the work over a number of years on driving through sustainable savings and making efficiencies. This has also enabled the Council to identify funding for work that will support its new Corporate Plan agreed in the same month [\(see page xx\)](#).

In **March 2015** we welcomed British Olympic swimming champion Rebecca Adlington OBE to open the brand new Selby Leisure Centre. This £7m development includes a 25m swimming pool, state of the art gym facilities and a brand new all-weather pitch on the same site [\(see page xx\)](#).

Section 6

Your money and how we've used it

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

The cost of our services

Last year we spent around £48.7 million on running our services. The expected reduction in central government funding makes our work to deliver savings more critical. A further £320k of savings were achieved during 2014/15, to give a total of £4.276m at 31 March 2015.

	£000
Housing for our tenants	6,211
Other Housing Services (including housing benefits)	18,934
Leisure, Environmental Health and Planning services	7,832
Central Services (including council tax benefits, local tax collection and electoral registration)	1,120
Concessionary Travel and Parking	236
Management and Administration (including corporate management and the cost of democracy)	5,660
Total Cost of services	39,993
Interest Payable	2,552
Accounting Adjustment – Pension Adjustments, Contribution to Reserves.	6,179
Total Cost	48,724

Where the money came from

We received over £48.7 million in income last year. Almost £25 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 (almost £4.7 million), made up almost 10% of our income. This figure does not include the Parish Council precepts of £1.449m.

	£000
--	------

Government Grants & Other Contributions	24,999
Housing Rents	12,355
Fees, Charges and Other Income	6,690
Council Tax	4,680
Total Income received for services	48,724

Your Council Tax

The average Council tax bill you paid last year was £1,564.05. We kept a small proportion of this and the rest went to other public sector organisations delivering services within our district.

[Pie chart graphic using data in the table below]

Band D	£
North Yorkshire County Council	1,078.52
North Yorkshire Police Authority	208.62
Selby District Council	162.00
North Yorkshire Fire and Rescue Authority	63.33
Parish Councils (average)	51.58
	1564.05

The £162.00 that we got from Council Tax was equal to just £3.12 a week and helped to pay for the wide range of services we provided.

[Till receipt]

Waste Collection & Recycling	0.68
Recreation & Sport	0.27
Electoral Registration & Elections	0.05
Emergency Planning	0.01
General Grants	0.01
Open Spaces	0.06
Environmental Health	0.08
Food Safety	0.03
Pollution Reduction	0.05
Public Conveniences	0.03
Community Safety	0.08
Street Cleansing	0.18

Building Control	0.02
Planning Development Control	0.12
Planning Policy	0.07
Land Charges	-0.01
Other Housing	0.03
Car Parking	0.11
Concessionary Travel	0.01
Private Sector Housing Grants	0.04
Homelessness	0.08
Housing Benefits Administration	0.19
Local Tax Collection	0.02
Cost of Democracy	0.25
Economic Development	-0.05
Corporate Management	0.20
Internal Drainage Board Levies	0.51
Grand Total	3.12

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 £9.5 million on such assets:

	£000
Council house improvements (including our Decent Homes+ programme)	2,967
Other land and buildings (including our new Leisure Centre)	6,019
Home improvement grants (including facilities for the disabled)	248
Vehicles and equipment (including computer equipment and lifeline systems)	286
Supporting projects in our community (including support to the Voluntary Sector)	40
	9,560

We paid for this investment through...

	£000
Our housing major repairs reserve	1,401
Other reserves and contributions from our revenue income	4,677
Receipts from the sale of council houses and other assets	2,914
Grants and contributions from other organisations	568
	9,560

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 2015 this showed.

	£000
The value of our land and property	123,813
Our investments and cash	24,072
The value of our stocks	8
Money owed to us	3,353
Less:	
Money we owe others	(4,606)
Net borrowings and other liabilities	(84,747)
Equals Our 'Net worth'	61,893

Our overall 'net worth' has increased by around £2.8m since last year. This is mainly due to an increase in the value of our Land and Property of £7.5m, in particular through the addition of Selby Leisure Centre.

We have increased our investments and cash by £1.3m and reduced the amount of money we owe to others by £5.4m. The year-end valuation of the Pension fund liability has increased our net borrowings and liabilities by (£4.6m) and the amount of money owed to us by others has reduced by (£6.7m).

*

Focus on income generation

During 2014/15 we have pushed ahead with our plans to make some services more commercially viable as a way of making them more sustainable and to draw in income to support the overall running of our business.

Through a programme of marketing and direct engagement with business during the year we have increased our customer base for **commercial waste services** by over 30 new customers, which means the service has increased annual income by £35,000 compared to the previous year.

Between January and March 2015 we worked up a plan to make the most of our recent investment in the **Lifeline** support service. This offers a support services to vulnerable or elderly people, giving them access to help at the push of a button. During the year we refined the way in which we

operate the service and developed new marketing materials to enable us to effectively promote the service to potential new customers during 2015/16.

Meanwhile we have also been putting in place big changes to the way in which we run our **repairs service** to enable us to sell this on the open market from 2015/16. During the year we revamped the way in which repairs are booked and managed, and put in place new systems to enable our new customers to make payments up front.

Section 7

The organisation and how we work

Now we have explained what we've done during the year, here you can find out more about the people who have helped to make it happen...

How is the Council run?

During 2014/15 there were 41 members of Selby District Council. This has since changed; reduced to 31 at May 2015 election.

The Full Council sets the overall policies and budget each year. The budget is decided upon each February, and in February 2015 Council passed a budget that froze Council Tax for residents whilst at the same time identifying money to invest in supporting the Council's strategic priorities (see page xx).

The Executive, meanwhile, makes decisions within the budget and policy framework set by Full Council. During 2014/15 it comprised five councillors, each with a different area of overall responsibility. The Executive makes decisions on issues that affect more than one ward or those with a financial impact of over £150,000.

There are also a number of scrutiny committees which act as a check and balance in the decision-making process. During 2014/15 these were the Policy Review Committee, which contributes to the development of new policy and reviews the effectiveness of existing policy; the Scrutiny Committee looks at decisions made and monitors the overall performance of the Council; and the Audit Committee monitors control procedures and risk management.

The Council must also have in place regulatory committees to oversee a some core functions: Planning Committee and Licensing Committee.

Political decisions are implemented and supported by Council officers. The workforce is led by a Chief Executive.

Who was who during 2014/15?

Leader of the Council – Cllr Mark Crane

Deputy Leader of the Council and Executive member for external relations and partnerships – Cllr Gillian Ivey

Executive member for finance and resources – Cllr Cliff Lunn

Executive member for place shaping – Cllr John Mackman

Executive member for communities – Cllr Chris Metcalfe

*

[Insert box]

Here are just some of the wide range of issues the Executive made decisions about during 2014/15...

- Proposing a budget to Council and financial management plans
- Monitoring progress of long-term development plans to ensure the Council can support the new homes and business growth required
- Setting rents for the Council's housing stock
- Agreeing the Council's support and involvement in the inaugural Tour de Yorkshire cycle race

- Agreeing arrangements for the move of the County Council’s registrars service to the District Council office
- Car parking fees

*

Councillors in the community

During 2014/15 councillors represented 19 wards across the Selby district; each councillor chooses how to support and represent their individual area. Councillors are members of Community Engagement Forums (see page xx), which bring together a range of public service organisations and the public to look at local solutions to local issues. They also sometimes have particular local issues they champion.

Full details of how to contact local councillors can be found on Selby District Council’s website: selby.gov.uk.

The Council Chairman

Each year the Council elects a Chairman. This is a largely ceremonial role: the Chairman steps back from regular political activity to chair Full Council meetings and represent the whole authority at public events and in the community. During 2014/15 the Council chairman was Cllr John Cattanach.

Many Council Chairmen chose to use their year to raise funds for a number of local charities, and during 2014/15 Cllr John Cattanach supported Selby District Vision, St Leonard’s Hospice and York Against Cancer through a number of community events. This included organising open gardens, a golf day, a film screening and Christmas card sales. Cllr Cattanach raised over £14,000 for these charities during his year in office.

*

[Insert box]

“It’s been an eventful year and I’ve immensely enjoyed each and every event I’ve been involved with. I particularly enjoyed the sing-a-long Dirty Dancing at Selby’s Globe Cinema!”

Cllr John Cattanach, March 2015

*

Key council officers

During 2014/15 the senior officer team of the Council comprised
 Chief Executive (and Assistant Chief Executive, North Yorkshire County Council) – Mary Weastell
 Deputy Chief Executive – Jonathan Lund
 Executive Director and Section 151 Officer – Karen Iveson
 Executive Director – Rose Norris

The part of the organisation that delivers services is called Access Selby.

Access Selby Managing Director – Mark Steward

Access Selby Director – Janette Barlow

Access Selby Director – Keith Dawson*

*From November 2014, seconded to the Executive Director team to support the delivery of the Council’s Local Plan.

*

[Insert box]

Focus on... Mary Weastell

Mary Weastell is Chief Executive of Selby District Council and Assistant Chief Executive at North Yorkshire County Council, a dual role which supports an innovative partnership between the two councils.

In her role as Chief Executive, she has lead responsibility and management of the Council, for setting the strategic direction with key politicians, ensuring the delivery of our key priorities and the delivery of quality services for the communities and residents of Selby. At North Yorkshire County Council she has lead responsibility for customers, communities and libraries.

The dual role also gives her joint responsibility with the Chief Executive of North Yorkshire County Council for the delivery of the Better Together collaboration programme between the two councils. This is focused on building a strong partnership between two tiers of local government and taking forward integrated service delivery, driving efficiencies and better use of resources for both organisations at a strategic and local level.

*

During 2014/15 the Council updated its core values: these are the key behaviours expected of staff. The Council expects its staff to be customer focused, act in a business-like way, work as 'one Team Selby', be flexible, be forward thinking and to be trustworthy.

*

Full details of Council meetings are available online: selby.gov.uk. Just search under 'About the Council'.

Section 8

Our plans for the future

The 2015 District Council elections marks a starting point for the new Corporate Plan agreed in February 2015.

You can read full details via selby.gov.uk, but here is a summary of our plans...

Making the district a great place... to do business

Key focus

- Securing new investment in the district
- Improving employment opportunities
- Working with education providers to support people to access the training and education they need to employment
- Working with people in businesses to help Selby, Tadcaster and Sherburn in Elmet reach their potential.

Making the district a great place... to enjoy life

Key focus

- Improving the supply of housing
- Improving healthy life choices
- Working with NHS and public health colleagues offer support and opportunities for active lifestyles and healthy eating

Making the Selby district a great place... to make a difference

Key focus

- Empowering and involving people in decisions about their area and their services
- Enabling people to get involved, volunteer and contribute to delivering services locally
- Facilitating people to use alternative service delivery channels

Supported by Selby District Council delivering great value.

[Inset box]

“We’ve come a long way over the past twelve months in terms of developing our role as a facilitator and enabler for our community. During 2014/15 we have seen many examples of us using our position to help raise the profile of our district, to directly support new investment and to open up new opportunities for our businesses and our communities.

“This will continue into 2015/16 and beyond. Regardless of the political context in which we operate, the new reality is that local councils do not have the resources nor the skills capacity to deliver everything that’s important for local communities. Our unique skill, however, is in bringing together those that can. In this way we can make things happen and really push ahead our ambitious plans to make the Selby district a great place.”

Mary Weastell
Selby District Council Chief Executive

Selby District Council

REPORT

Reference: E/15/13



To: The Executive
Date: 2 July 2015
Status: N/A
Report Published: 24 June 2015
Author: Caroline Sampson Paver – Commissioning and Performance Officer
Executive Member: Councillor Mark Crane – Leader of the Council
Lead Officer: Jonathan Lund – Deputy Chief Executive

Title: Partnership Agreement between Selby District Council and Access Selby 2015 - 2020

Summary:

This report presents for approval a new Partnership Agreement between Selby District Council – The Core, and Selby District Council - Access Selby. The agreement replaces the existing Service Level Agreement (SLA) and has been developed with input from key internal stakeholders, and now takes the form of a final version for approval.

Recommendations:

- i. To endorse the new Partnership Agreement 2015-2020
- ii. To authorise the Chief Executive to complete the final version of the Agreement following consideration of the document by the Access Selby Board.

Reasons for recommendation

The Executive is asked to agree the recommendation to enable a new Partnership Agreement to replace the previous SLA.

1. Introduction and background

- 1.1** The SLA with Access Selby expired in 2015 and as part of delivering the new Corporate Plan; a Partnership Agreement has been prepared to take its place, building on the strong partnership approach that the Council and Access Selby operate in delivering the Council's priorities. The agreement differs from the previous SLA by focusing on service outcomes that the Council expects to be delivered by Access Selby – and the key indicators that will demonstrate success in delivering shared outcomes with the service provider.

2. The Report

- 2.1** The development of the Partnership Agreement has followed an agreed project plan, which ensures that key internal stakeholders have had a range of opportunities to contribute.
- 2.2** Strategic and Corporate Management Teams have given input into the development of the agreement, and officers from both parts of the organisation have worked to progress the document towards approval.
- 2.3** Great emphasis has been placed on establishing a shared understanding of the priority outcomes that Access Selby are assisting in delivering, and the contributions that individual service areas make to realising Council priorities.
- 2.4** The document begins by defining the agreement between the Council and Access Selby; what is expected from both parties in terms of standards and governance; and the spirit within which communications will be undertaken.
- 2.5** The schedules follow – detailing the cost envelope, the planning and monitoring cycle of the agreement, together with the refreshed schedule of outcomes and KPIs.
- 2.6** As a number of indicators are new, a level of development is being undertaken to establish appropriate measures and targets over the forthcoming months – with updates being provided to the partners quarterly performance monitoring meetings.
- 2.7** As in the previous SLA, the agreement stresses the importance of partnering throughout, and the need for both parties to be supportive of a flexible approach that caters for needs as they emerge, whilst always striving to provide great value for the Council.

3. Legal/Financial Controls and other Policy matters

Legal Issues

3.1 None as a direct result of this report.

Financial Issues

3.2 None as a direct result of this report.

Impact Assessment

3.3 The outcomes specified in the agreement apply to all regardless of gender, age, disability, religious belief, race or ethnic minority or sexual orientation.

4. Conclusion

4.1 This report presents the Council's proposed Partnership Agreement with Access Selby – building upon the previous Service Level Agreement - with a strong emphasis on partnering and defined outcomes, together with renewed performance measures that demonstrate successes in delivering the Councils priorities. The agreement is intended to be a working document, allowing for it to be used and tested, with improvements made through the review cycle.

5. Background Documents

Draft Selby District Corporate Plan 2015-2020

Access Selby Draft Business Plan and Commercial Development Plan

Contact Officer:

Caroline Sampson Paver
Commissioning and Performance Officer
Selby District Council
csampson@selby.gov.uk

Appendices:

Appendix 1 – Selby District Council – Partnership Agreement: Provision of Services between The Council and Access Selby 2015 - 2020

Selby District Council

Partnership Agreement:

Provision of Services between The Council and Access Selby 2015 - 2020



Contents

Introduction

- 1 Definition of Partnering
- 2 Duration
- 3 Partners
- 4 Partnering Objectives
- 5 Value for Money
- 6 Partnering Obligations
- 7 Service Objectives and Standards
- 8 Governance and Partnering Liaison
- 9 Risk Statement
- 10 Variation of the Services
- 11 Equal Opportunities, Health and Safety and Safeguarding

Schedule 1	Key Performance Indicators
Schedule 2	Cost Envelope
Schedule 3	Planning and Monitoring Cycle
Schedule 4	Councillor Liaison Communication Protocol

Introduction

This Partnership Agreement replaces the Service Level Agreement (SLA) that has existed between Selby District Council and Access Selby to define the working arrangements between the Council and its main service delivery partner – Access Selby. Due to this close partnering relationship, the Council and Access Selby share multiple joint aims – sharing knowledge and supporting each other to make a real difference to the people of Selby District. Both organisations work to maximise relationships with partners and communities and each other, to gain the best outcomes, and are committed to providing a flexible service that responds to local needs.

The Partnership Agreement differs from the earlier SLA, by focusing on the important outcomes that Access Selby's service areas are commissioned to deliver for the Council; defining the measures that demonstrate outcome success; and by establishing the contributions that will be made to delivering the Corporate Plan (2015-2020) Priority outcomes – as well as the full range of day to day service delivery that is carried out on behalf of the Council.

1. Definition of Partnering

1.1 'Partnering' means a relationship based on:

- a. A shared understanding of the values, objectives and aspirations of the Council, Access Selby, stakeholders and the community in Selby District;
- b. A commitment to people including staff and the users of the Services;
- c. Recognition of the skill and experience of both parties facilitating development of the Services with continuous improvement in value for money and efficiency savings;
- d. Seeking to improve the Services within the agreed cost envelope (annual budget and financial arrangements) for the Services as set out in Schedule 2, subject to annual review;
- e. A sharing of information, particularly regarding the performance of the Services, but also including financial and other commercially sensitive information (subject to the appropriate obligations under the Freedom of Information and Data Protection Act, and Environmental Information Regulations);
- f. A non-confrontational and collaborative relationship, based on trust and openness, whilst recognising the need for a formal partnering management process to ensure the responsibilities and obligations of the parties are maintained; and
- g. Seeking to amicably resolve any disputes that arise with the aim of avoiding, wherever possible, recourse to formal procedures.

2. Partners

- 2.1 'The Partners' means the Council and Access Selby.
- 2.2 'the Council' includes the support Core of the Council which has the role of giving democratic, commissioning, monitoring and policy support to the Council.
- 2.3 'Access Selby' acting as the service delivery vehicle for the provision of Services to the Council and third parties.

3. Duration

- 3.1 This agreement commenced on 13 July 2015 and shall end on 31 March 2020 unless both parties formally agree in writing to extend it.
- 3.2 The process for the review of this agreement will form part of the Councils Commissioning Framework and Guide. The agreement will be refreshed annually.

4. Partnering Objectives

- 4.1 The Partners will seek to establish:
 - a) A team orientated approach to Service delivery whereby reporting lines will be established between the Councils Executive and the Access Selby Board, Corporate Management Team & the Access Selby Operational Group. This will follow the review cycle set out in Schedule 3.
 - b) A planned, responsive and flexible approach developed from an evidence based, shared understanding of customer needs, focused on the shared values, policy framework, objectives and aspirations of the partnership.
 - c) The delivery of sustainable (cost, environmental and social) Services;
 - d) The promotion of innovation, service improvements, improved efficiencies, cost effectiveness and value for money;
 - e) The ability for the Partners to re-define the deliverables and costs as circumstances and Council priorities change;
 - f) An open book approach to income and costs.

5. Value for Money

- 5.1 Both Partners are committed to working in effective partnership with the overriding aim of achieving, demonstrating the achievement of and improving value for money for customers.
- 5.2 To this end, both parties shall work collaboratively and in good faith to achieve efficiency savings. The following principles of business underpin all Services delivered under this Agreement.
- i. implementing the recommendations of any current procurement initiatives;
 - ii. openly sharing knowledge and best practice to secure value for money and efficiency savings;
 - iii. identify opportunities for collaborative purchasing – either together or as part of larger (regional and / or national) purchasing consortia – particularly where this approach will deliver efficiency savings for both organisations; and
 - iv. review spend and identify opportunities to aggregate spend wherever possible.

6. Partnering Obligations

Access Selby's Obligations

- 6.1 Access Selby will:
- i. provide and/or procure the Services to the Council and from other third parties to agreed Service Standards set out in Section 7 and Schedule 1.
 - ii. work in effective partnership with the Council to deliver Value for Money in accordance with the provisions of Section 5.
 - iii. Provide timely performance reports.
 - iv. in providing the Services comply with and take into account all applicable laws, enactments, orders, regulations and other similar instruments, the requirements of any court with relevant jurisdiction and any local, national or supranational agency, inspectorate, minister, ministry, official or public or statutory person of the government of the United Kingdom or of the European Union and the Council's Constitution throughout the Term of this Agreement.
 - v. To follow the Communication Protocol included as Schedule 4.

The Council's Obligations

- 6.2 The Council will:
- i. Actively participate in Partnering.
 - ii. Work in effective partnership with Access Selby to deliver and improve Value for Money in accordance with the provisions of Section 5 of the Agreement.

- iii. Make decisions in a timely manner to enable Access Selby to work efficiently and effectively.
- iv. Delegate to Access Selby to make decisions where appropriate (for example in relation to internal Access Selby objectives).
- v. Provide the agreed cost envelope set out in Schedule 2 of the Agreement – subject to the opportunity for annual update.

7. Services Objectives and Standards

7.1 Objectives for each of the services include:

Overall:

- Sound financial stewardship of budgets which minimises the cost of the services, delivers within the cost envelope and achieves saving and income targets.
- Managing business processes and improvements to deliver value for money and improved efficiency.
- Deliver services which meet our partners requirements and achieve agreed levels of customer satisfaction and performance standards.
- Deliver quality services, continuous improvement and innovation.

The Services:

7.2 The provision in accordance with the Council's Constitution of statutory mandatory and discretionary functions and duties in connection with but not limited to the following core areas of the Council's services, as amended from time to time.

7.3 A description of the services to be provided, the service outcomes, outputs and key performance measures have been agreed and are contained in Schedule 1.

Service Standards

7.4 Services will be performed to the level of the applicable KPI. If no KPI exists the service will be delivered to the best applicable techniques and standards with all reasonable care, skill and diligence. Access Selby will use and/or procure all reasonable endeavours to meet those standards, and where no standards are specified Access Selby shall provide or use reasonable endeavours to procure the Services in a competent and professional manner to provide a high quality service working towards agreed outcomes and key milestones.

7.5 The Council and Access Selby will work together to establish modern and fit for purpose minimum standards of customer service and customer communications that will be used throughout the organisation in its dealings

with customers, councillors and partners. These standards will be periodically reviewed by both parties to ensure that customers are satisfied with the standards being provided.

8. Governance and Partnering Liaison

Governance and Communication

- 8.1 Planning and monitoring of the Agreement will follow the Planning and Monitoring Cycle set out in Schedule 3.
- 8.2 The Cycle identifies the working arrangements governing the working relationship between the Council and Access Selby. The Partners Quarterly Monitoring Meeting will provide governance and a strategic steer to the Partnership based on a robust performance management framework.
- 8.3 Directors from the Council and Access Selby will meet on a quarterly basis at the Partners Monitoring Meeting to review the delivery of the Partnership Agreement, and to propose, review and implement approved strategic improvements.
- 8.4 Monitoring meetings will include;
 - Performance management reporting and monitoring based on the agreed KPIs and budget control.
 - Service Delivery Issues, Business & Service Delivery Planning, develop reports to go to the CMT monitoring meeting
 - consider proposals for service improvement
 - discuss issues and dispute as they arise and work together to resolve differences
- 8.5 These processes will enable the collation of Services and performance information as required by this Agreement.

Planning, Monitoring and Review

- 8.6 The effectiveness and the performance of services will be monitored against an agreed set of Key Performance Indicators (KPIs) set out in Schedule 1.
- 8.7 Access Selby will ensure data entry of KPIs and progress towards key milestones etc so that Covalent reports are available to the Council in line with the agreed reporting cycle. Updates, accounts and progress reports on Key Performance Indicators to the Council including commentaries will be provided at the quarterly monitoring meetings.

Client Satisfaction / Quality Assurance

- 8.8 The Council shall provide feedback on the quality of service received during progress update meetings and through the Project Management process to enable the Council and Access Selby to work together to develop and maintain satisfaction with the quality of services provided.

8.9 Client and Customer satisfaction with the fulfilment of the requirements of the Agreement shall be gathered quarterly and provided in agreed KPIs/milestones at the liaison meeting between the two parties

9. Dispute Resolution

9.1 In the event that the matter cannot be resolved in accordance with Paragraph 8.4 the matter shall be escalated to the Deputy Chief Executive of the Council and Access Selby's Managing Director.

9.2 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them within 30 days, and either Party may at any time formally refer such dispute to the Chief Executive or other nominated Senior Officer nominated.

9.3 Any dispute resolution arrangements that exist between the Council and/or Access Selby and existing partners will continue to apply.

10. Risk statement

10.1 The risks relating to this Agreement are included within the Corporate Risk Register.

11. Variation of the Services

11.1 Any variation to the services commissioned which are described in Section 7 shall be agreed between Access Selby and the Council and signed off by Strategic Management Team.

11.2 Additional work requests must be outlined in a Project Brief and contain the following information:

Name of sponsor
Description of the outcome expected
Timescale for completion
Confirm available budget

11.3 Additional work requests and the consequent monitoring of progress will follow the procedures within the Council's Commissioning Guide and programme and project management framework as appropriate.

11.4 Both Parties reserve the right on giving reasonable written notice from time to time to the other to require changes to the Services (whether by way of the removal of Services, the addition of new Services, or increasing or decreasing the Services or specifying the order in which the Services are to be performed) for any reasons whatsoever. Such a change is hereinafter called "a Variation". Any additional or reduced cost agreed to by the Council and incurred by Access Selby as a result of a Variation will be reimbursed on an open book basis by the Council, or by Access Selby if a reduction.

11.5 Any such fundamental Variation shall be communicated in writing and will form an addendum to this Agreement.

11.6 In the event of a Variation the Cost Envelope may also be varied. Such Variation in the Cost Envelope ("Budget Variation") shall be calculated by Access Selby, for review by the Council, with reference to the Cost Envelope and agreed in writing with the Council and shall be such amount as properly and fairly reflects the nature and extent of the Variation in all the circumstances. Failing agreement the matter shall be determined by negotiation or Dispute Resolution.

11.7 Access Selby shall provide such information as may be reasonably required to enable such varied budget to be calculated.

12. Equal Opportunities, Health and Safety and Safeguarding

12.1 Access Selby shall, in the performance of its obligations under this Partnership Agreement, comply with the Council's policies on equal opportunities, Health and Safety, Business Continuity and Safeguarding.

12.2 All Access Selby services shall have up to date Business Continuity Plans.

This Partnership Agreement is dated the

Between:

Selby District Council – The Council of The Civic Centre, Doncaster Road, Selby, YO8 9FT ('the Council'); and

Selby District Council – Access Selby of The Civic Centre, Doncaster Road, Selby, YO8 9FT ('Access Selby')

Whereas:

- i. The Council wishes to formalise its plan for the delivery of services in a flexible way making the most effective use of staff and resources across disciplines.
- ii. The Council wishes to procure the services ('the Services') set out in Section 7 of this Agreement in order to supplement its in-house provision and provide appropriate services to third parties
- iii. Access Selby is willing to provide the Services
- iv. This Agreement clarifies the obligations of each party and sets the standards / specifications of the Services

Signed on behalf of the Council acting by:

.....
Duly Authorised Person

Signed on behalf of Access Selby acting by:

.....
Duly Authorised Person

		SLA 009.1a total no. of emerge emergency / urgent repairs generated Asset management strategy targets and milestones delivered	repairs completed on time = 97% Urgent repairs completed on time = 5870 (% 10 reduction) New Asset Management Strategy approved Dec 2015. Targets to be reviewed Jan 2016 reflecting new strategy	
Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
Facilitating the Housing Development Strategy delivery project and development of Affordable housing through joint work with the Housing Trust.	More affordable homes have been delivered.	Housing Development Strategy targets and milestones delivered	Targets Yr 1 Start 5 units Completions 2 units Yr 2 Start 13 units Completions 16 units Yr 3 Start 40 units Completions 5 units	To enjoy life
Contracts: To provide a contract management function for the Councils contracted services and partnering arrangements				
Streetscene contract delivery in accordance with the Councils objectives, performance standards, legal requirements and agreed resources. <ul style="list-style-type: none"> Waste is collected and taken for disposal Streets are cleaned Parks and greenspaces 	The Council's contractors have delivered the services in accordance with the council's specification and through continuous improvement, value for money has increased	Quarterly report on the delivery of the Streetscene contract	Target % of R/A/G status of contract management PIs G: 95% and summary analysis of contract benefits realised	To enjoy life

are maintained				
<p>Leisure contract delivery in accordance with the Councils objectives, performance standards, legal requirements and agreed resources.</p> <ul style="list-style-type: none"> Leisure facilities are provided 	<p>The Councils contractor have delivered the services in accordance with the council's specification and, through continuous improvement value for money has been increased</p>	<p>Quarterly report on the delivery of the Leisure Management contract</p>	<p>New indicators in place April 2015. Baseline developed Sept 2015 Targets agreed Dec 2015 Target % of R/A/G status of contract management agreed Dec 2015 and summary analysis of contract benefits realised</p>	<p>To enjoy life</p>
Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
<p>Development Management Services: To provide development management functions – processing and making recommendations on the range of Planning Applications submitted to the Council. Advising applicants, developers and members of the public on how best to pursue development in ways which assist in delivering the Local Plan and Council spatial priorities.</p>				
<p>Provision of a professional planning service which takes a positive approach to sustainable development</p>	<p>A positive approach to sustainable development of the District has been delivered in line with the Council's planning policy framework.</p>	<p>Increase in the number of major applications presented to committee within time</p> <p>Increase in the number of planning performance agreements delivered</p> <p>Increase in the number of planning applications supported through the planning surgery service</p>	<p>Baseline 60% Yr 1 65% Yr 2 70% Yr 3 75%</p> <p>Target - Year on year increase</p> <p>Target - Year on Year increase</p>	<p>To do business</p>

		Growth in developer satisfaction with the relationship with the Planning service	Target - Increase in positive feedback from the biannual agent meetings.	
Environmental Health: To provide statutory Environmental Health: Environmental protection: (statutory nuisance/ contaminated land/ local air quality management/ planning consultations), food safety & infectious disease, health & safety & reportable accidents, public health functions (insanitary conditions/welfare funerals) and emergency planning functions.				
Provision of Environmental Health Service. 1. Environmental /health and safety / public health Inspection, enforcement, training and advice 2. Emergency planning in accord with civil contingency statutory requirements	The high proportion of premises/clients that have achieved statutory standards of environmental, health and safety have been maintained	Maintain the % of premises/clients achieving standards	Target 100%	To enjoy life
Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
Housing: To manage the Councils Housing Strategy, allocations and tenancies and support the housing related needs of vulnerable people in the district.				
Delivery of the empty home strategy. Delivery of homelessness strategy. Enabling tenant involvement and choice based lettings.	Increase the availability and choice of housing across the district	Delivery of Housing Revenue Account Business Plan, Empty Homes Strategy and Homelessness Strategy. The number of empty properties brought back into habitable use. Time taken to re-let General need housing and Sheltered need housing.	Targets specified within the strategies Baseline 2014/15 10 properties brought back into use. Target 2015/16 Empty properties	To enjoy life

			<p>brought back into use =</p> <p>Yr 1 12</p> <p>Yr 2 15</p> <p>Yr 3 18</p> <p>Baseline 2014/15 (Voids)</p> <p>General need housing for re-lets = 26.3 (days)</p> <p>Sheltered need = 28.8.</p> <p>Targets 2015/16</p> <p>General need housing re-lets Target = 24 (days)</p> <p>Sheltered need relets Target = 28 (days)</p>	
Benefits and Taxation: (Taxation) Register, bill and collection of Council Tax for domestic dwellings and NNDR for commercial properties.				
Council Tax and NNDR billing service is provided.	The taxation amounts due to the Council have been properly assessed, lawfully levied and receipts have been maximised	<p>Council Tax and NNDR revenues are maximised:</p> <p>KPI_019a Increase in Council Tax base</p> <p>KPI_33 Increase in Business rates retention.</p>	<p>Baseline 29,272 (14/15 actual)</p> <p>Yr1 29,727</p> <p>Yr 2 30,272</p> <p>Yr 3 30,772</p> <p>(DCLG Target for SDC is 2.2m)</p> <p>SDC Baseline 2,625,609 (14/15 actual)</p> <p>Yr 1 3,000,000</p>	Delivering great value
Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
Benefits and Taxation: (Benefits) To assess, process and award Housing Benefit claims and Council Tax Support to residents of the district				
Benefits and Taxation Service provided. Benefits are assessed and	The right benefit has been paid at the right time and the cost to Council	New KPI_018 Processing of claims (BP.12) (Measured by NI181 time taken to process Housing/Council tax Benefit claims and	National target 10.3 days SDC Baseline 7.5 days (14/15 actual)	To enjoy life

appropriately awarded. Council Tax support is assessed and appropriately awarded.	Taxpayers has been minimised	change events). Net cost to local taxpayers has reduced	Yr 1 7 days Yr 2 6.5 days Yr 3 6 days Baseline £8.77 (13/14 out-turn) (national average is £5.32) Yr 1 £7.77 Yr 2 £6.77 Yr 3 £5.77	
Business Development: Managing and supporting business development to include; Commercialisation, Service Reviews, Project Management, Benefits realisation				
Lead Business Development and Transformation programmes.	Business growth and improvement has been delivered	Work programme / projects delivered to programme milestones Benefits realised	Proportion of R/A/G milestones reporting green (based on annual programme) Target milestones which are Green: 80% and summary analysis – including benefits realised.	Delivering great value
Business Support: To provide administrative support to all Access Selby services and the Core.				
Deliver the a range of administrative support services	Support services have been delivered to the client satisfaction	Delivery of SLA milestones and target – in accordance with commissioning document or SLA with the Core	Target to be established for % of R/A/G status of Management Indicators. Baseline established Sept 2015.	

Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
Community Support: Deliver a range of council services and support into the community				All priorities
Operate Access Selby Contact Centre and Community Officer support to provide a timely and appropriate response to customer contact	Contacts have been dealt with promptly and correctly at the first point of contact. Where matters are referred on, the referral has been dealt with in accordance with the agreed customer standards.	<p>Reduce avoidable contact - Increase the number of contacts dealt with 'right first time'</p> <p>Increase the percentage of customers who are seen by the agreed customer standard.</p> <p>Average wait time for a contacts to be seen / answered:</p> <ul style="list-style-type: none"> - Telephone - Face to face <p>- Contact passed to the back office responded to in accordance with customer standards</p>	<p>- Yr 1 = 3.6% - Yr 2 = 3.1% - Yr 3 = 2.6%</p> <p>Baseline 56.9% Target 60%</p> <p>Telephone standard 2 mins average time - Baseline 2014 1.86 mins Target 2 mins telephone Average time - Baseline 2014/15 9.58 mins. Target 10 mins (face to face) - Target to be agreed when new customer standards are adopted</p>	
Debt Control: To manage debt recovery for the Council.				
iDebt management service is provided which ensures debt collection is maximised in accordance with Council Policy, best practice and relevant legislation.	Arrears have been minimised	<p>KPI_019 Council Tax and arrears debt recovered (BP.05b),(Measured by % of Council Tax arrears and debt recovered)</p> <p>KPI_020 Rent Debt recovery rates (BP-05b) (Measured by % of Council Rent and Arrears debt recovered Tax. SLA_034 NNDR Sundry Debtors collection rate</p>	<p>Target Yr 1 = 97.90%</p> <p>Target Yr1 = 98.10%</p> <p>Target Yr 1 = 98.55% Baseline 91.33% (2014)</p>	Delivering great value

			Target Yr 1 92.33%	
Enforcement: To monitor and manage the enforcement functions of the Council, including; licensing, planning, housing benefit and council tax fraud				
Deliver the enforcement service in accordance with statutory and legal requirements.	The public, the environment and workers have been protected	Work plan to be developed and delivered by Oct 2015.	Targets specified within the work plan to be confirmed in Oct 2015	To Enjoy life
Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
Human Resources: To provide: Recruitment, Training & Development, Employee relations, HR Policies to Council and Access Selby employee				
Provide an HR service which develops the right culture for the organisation through: Organisational Development Strategy, Agreed Policies, Performance Framework	Improvement in staff satisfaction has been achieved.	OD Strategy targets and milestones. Staff retention Absence Sickness	Targets specified within the strategy to be confirmed in Sept 2015.	Delivering great value
ICT and Data and Systems: To develop and maintain the best use of ICT including system integration and future development				
Provide a range of I.T systems that offer best place solution for services and Council functions. Develop innovative solutions to which make the best use of technology to access services.	The Council's ICT systems have delivered improved service outcomes and, through continuous improvement, value for money has increased.	ICT strategy targets and milestones (strategy to be refreshed for 2016/17) Investment plan implemented in time and budget - Service to the Core – to be measured through a Collaboration Agreement	Proportion of R/A/G milestones reporting green (based on annual programme). Target milestones which are Green: 80% and summary analysis including benefits realised - To be agreed when agreement is in place	Delivering great value
Legal Services: To provide legal advice and representation to the Council and Access Selby in respect of the range of powers, duties and responsibilities of a District Council including advice to Committees and to Officers				
Provision of accurate, professional legal advice service.	The Council has conducted its business lawfully	Maintain accreditation (lexel) Reduction in successful challenges to decisions	Accreditation awarded Target - No successful challenges	

Marketing and Communications: To manage corporate internal and external communications, PR, and marketing support to the Council and Access Selby				
Provision of a programme of external communication for key corporate priorities and projects; working with developers, partners and business leaders through the business support programme.	Communications have reached their target audience in the most effective ways and have been understood	Work programme / projects delivered to programme milestones Evidence of Benefits realised / communication has been received and understood.	Proportion of R/A/G milestones reporting green (based on annual programme) Target milestones which are Green: 80% and summary analysis – including benefits realised	To do business To enjoy life
Output	Outcome	Measure	Targets	Link to Corporate Plan Priorities
Policy and Strategy: To provide management and development of all Council policies				
Council Policies are developed and reviewed, including Plan Selby.	An up to date and fit for purpose policy framework has been delivered and maintained	Policy work commissioning arrangements in place. Policy work programme agreed and targets / milestones set	July 2015 Targets will be confirmed Sept 2015 and included in performance reports	Delivering great value
Cross cutting: All Access Selby Services and the Core deliver services which achieve agreed levels of customer satisfaction.				
Council Services are delivered to agreed levels of customer satisfaction.	Customer satisfaction has increased	KPI_001 new High levels of Customer Satisfaction are achieved (BP.05a), (Measure to be developed, customer satisfaction in services including phone. Email, face to face) based on new customer standards.	85% - Keep current measure until refreshed	Delivering great value
		New KPI_001a new High levels of Client /Partner Satisfaction are achieved (BP.05b), (Measure new internal / client satisfaction in services survey)	86% satisfied or very satisfied	Delivering great value

Cross cutting: All Access Selby Services and the Core provide access to services through self-serve channels.				
Provision of self-serve channels The way people access services is transformed	More contacts have been made through self-serve channels	New KPI_002 reduce levels of contact (No of customer contacts per channel and the % of contact made through self-serve channels)	- Yr 1 = 5% - Yr 2 = 7.5% - Yr 3 = 10%	Delivering great value
Cross cutting: All Access Selby Services and the Core deliver services which provide value for money.				
Access Selby takes steps to achieve improved value for money	Value for money across all services has improved	Demonstrate improved value for money in an annual Value for Money Statement: Equate to a % VFM improvement target - measures to include: <ul style="list-style-type: none"> - Efficiency savings achieved - Additional income generated - Productivity improved (e.g. increased demand handled without reduction in quality/increased cost) 	Target - Efficiency and Additional Income targets: Yr 1 = £367,850 Yr2 = £783,510 Yr3 = £1,041,640 Productivity target 3% year on year	Delivering great value

Schedule 2 – Access Selby Cost Envelope 2015/16, 16/17 & 17/18

2.1 Revenue Income and Expenditure

2.1.1 Access Selby's fees (net cost envelopes) for running services on behalf of Selby District Council are as below – subject to annual review:

	2015/16 £	2016/17 £	2017/18 £
General Fund	5,682,190	5,641,860	5,623,340
HRA	4,268,570	4,307,030	4,393,170

2.1.2 Access Selby will operate within these net cost envelopes unless additional work or variations to the performance specification are requested in accordance with clause 11 of this agreement.

2.1.3 The net cost envelopes will be further subdivided into income and expenditure with a requirement that net costs are contained within the overall envelope but any additional income achieved above an agreed threshold will be subject to sharing between Access Selby and the Council.

2.1.4 These income and expenditure envelopes will be used to determine Access Selby's financial performance and any income sharing arrangements that may apply for the year. These envelopes will be rebased for 2016/17 and 2017/18 each subsequent renewal period to take account of changes in legislation, inflation and other factors as agreed between Access Selby and the Council as deemed necessary.

2.1.5 The Access Selby Board have approved detailed budgets which support these envelopes and these detailed budgets will be used to manage Access Selby's finances.

2.2 Financial Procedure Rules

2.2.1 In managing income and expenditure (revenue and capital) Access Selby shall be subject to Selby District Council's Financial Procedure Rules.

2.3 Savings, income and bids

2.3.1 The cost envelope reflects the following savings, income targets and bids. The Partners will work together to develop and manage the programme of savings and income targets.

New Savings / Income Targets – General Fund	2015/16 £	2016/17 £	2017/18 £
Better Together (S)		75,000	150,000
Improved Debt Collection (I)		12,500	25,000
Revenues & Benefits (S/I)		35,000	70,000
Internal Efficiencies (S)		25,000	50,000

Commercialisation (I)		25,000	50,000
Street Scene Contract (S/I)		50,000	100,000
Civic Centre Office Space (I)		12,500	25,000
Total New Savings		235,000	470,000
Savings yet to be delivered from '14/15 savings target (as per GF summary totals '15/16 budget proposal)	367,850	548,510	571,640
Total Savings Target in 15/16 budget proposal	367,850	783,510	1,041,640

2.4 Approved Bids

2.4.1 Access Selby will deliver the projects which for which bids have been approved and which are in addition to the cost envelope.

	Revenue			Capital		
	2015/16 £	2016/17 £	2017/18 £	2015/16 £	2016/17 £	2017/18 £
General Fund	94,517	121,517	84,517	292,000	472,000	420,000
HRA				3,042,980	2,323,980	2,283,980
Total	94,417	121,517	84,517	3,334,980	2,795,980	2,703,980

2.5 Income Sharing

2.5.1 The following income thresholds will be used in determining any revenue income sharing arrangements for 2015/16:3 years

	2015/16 £	2016/17 £	2017/18 £
General Fund	3,861,040	3,884,280	3,897,680
HRA	218,410	221,420	224,590

2.5.2 The following income sharing arrangements will apply following closure and audit of the accounts for the 2015/16 year:

Income above threshold	Access Selby	Council
< £100k	40%	60%
£101k - £200k	50%	50%
> £201k	60%	40%

2.5.3 Where the generation of additional income above the income threshold will require expenditure above the Gross Operating Costs then the generation of such income shall be subject to a business case from Access Selby Board to the Executive and subsequently where a business case is approved then the additional costs above the Gross Operating Costs shall be deducted from the additional income before income sharing applies.

2.5.4 These income thresholds will be rebased for 2016/17 and each subsequent renewal period to take account of changes in legislation and Council policy, inflation and other factors as agreed between Access Selby and the Council as deemed necessary.

2.6 Surpluses

2.6.1 Following any income sharing arrangements any surpluses generated by Access Selby (that is Access Selby income in excess of expenditure after all costs attributable to Access Selby for the year have been taken into account) shall be retained by Access Selby – 50% for Access Selby’s own business development needs and 50% for reinvestment in services delivered under this agreement.

2.7 Out Performance on Council Tax, Housing Rent and NNDR Collection

2.7.1 Access Selby is responsible for collecting all revenue income due to the Council. In order to incentivise Access Selby to exceed collection rates on these significant income streams the following income sharing arrangements shall apply:

	Threshold after which Income Sharing Applies	Access Selby Share of Income Over Threshold
Council Tax	98.1%	5%
Housing Rents	98.1%	50%
NNDR	98.55%	5%

2.7.2 The income threshold is calculated taking into account all incomes due for the year plus total arrears brought forward from previous years and before any write-offs.

2.8 Government Grants

2.8.1 Government grants are excluded from any income sharing arrangements that may apply on the premise that for Access Selby, such grants are awarded for specific purposes. Any grants awarded to Selby District Council that are not specific (that is are not ring-fenced for specific activities) are income of the Council and shall be distributed as determined by the Executive.

2.9 Additional Expenditure

2.9.1 Where Access Selby has reacted or may be required to react to circumstances resulting in additional expenditure, negotiation may take place regarding recovery of all or part of the cost incurred.

2.10 Capital Expenditure

2.10.1 Access Selby will also be responsible for delivering a programme of capital works on behalf of the Council.

2.11.2 The programme of works will be approved by the Council as part of the Council's budget setting process. The programme will be managed through the Partners capital programme monitoring meeting.

2.11.3 Projects managed by Access Selby will be subject to the submission of 'bid' proposals from Access Selby. 'Bid' proposals shall be submitted using the agreed process and templates details of which are available on the intranet.

2.11.4 The approved programme is set out below and the total spend is:

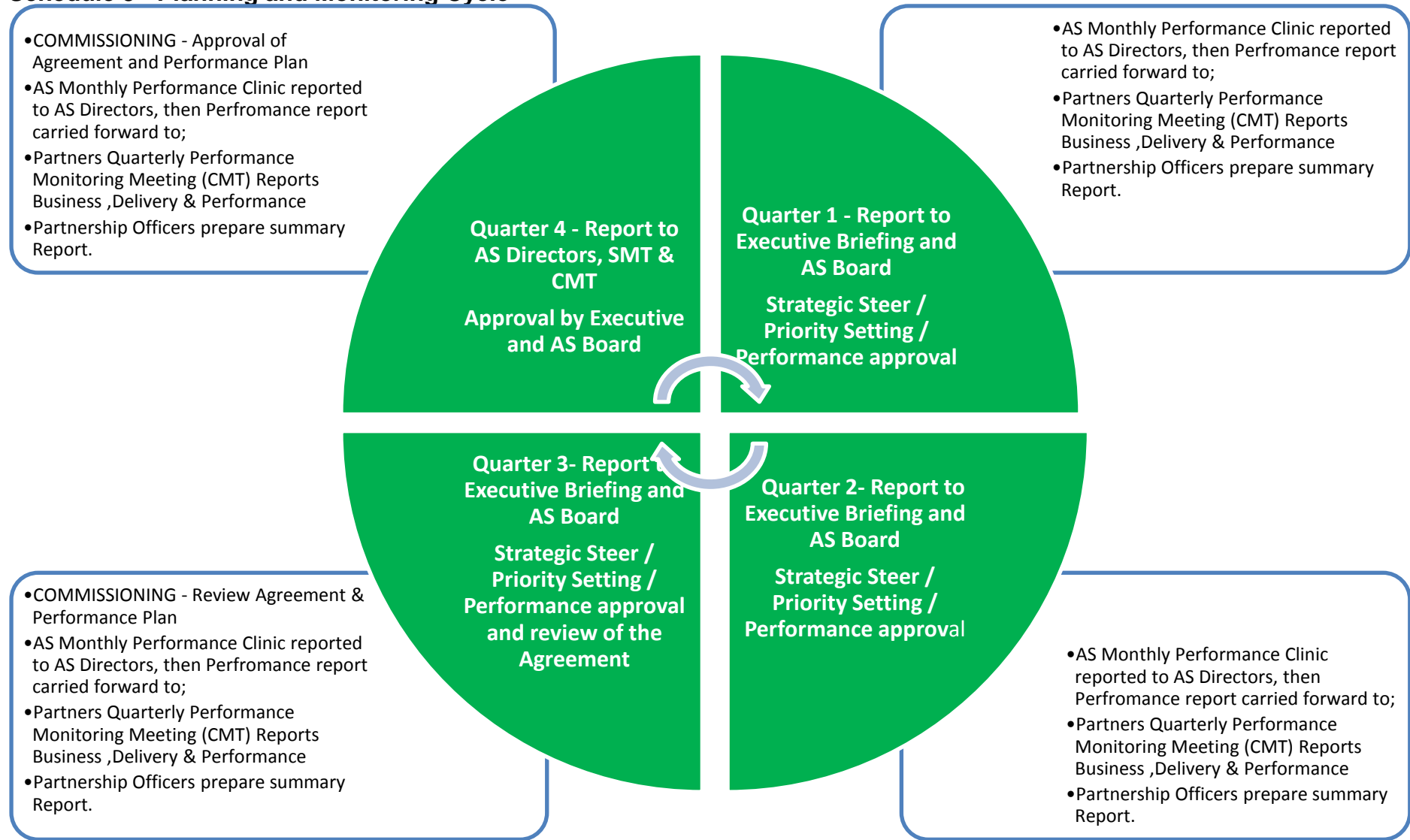
- General Fund - £1.42m three years (excluding those which are not yet resourced in the cost envelope)
- Housing Revenue Account - £7.651m

2014/15 – 2017/18 GENERAL FUND CAPITAL PROGRAMME			
	Estimated Programme	Estimated Programme	Estimated Programme
	2015/16	2016/17	2017/18
Capital Programme Bids	£	£	£
Replacement Car Park Ticket Machines		52,000	
Grants			
Disabled Facilities Grants	300,000	300,000	300,000
(Less DFG Grant)	-155,000	-155,000	-155,000
Repair Assistance Loans	30,000	30,000	
Implementation & Infrastructure Costs	117,000	245,000	275,000
GF Capital Programme Bids	292,000	472,000	420,000
Other Capital Projects			
Lifeline Equipment			50,000
Asset Management Plan Leisure Centres & Park	3,350	12,500	2,940
IT Desktop Replacement	17,500	17,500	17,500
Mobile Working Solution	113,800		
TOTAL	426,650	502,000	490,440

2014/15 – 2017/18 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME			
	Estimated Programme	Estimated Programme	Estimated Programme
	2015/16	2016/17	2017/18
	£	£	£
Current Projects			
Electrical Rewires	260,000	260,000	260,000
Central Heating - Gas	575,480	575,480	575,480
Central Heating - Solid Fuel to Gas			
Central Heating - Solid Fuel	75,000	75,000	75,000
Roof Replacements	210,000		
Damp Surveys & Works	250,000	250,000	250,000
Door Replacements	134,000	50,000	50,000
Kitchen Replacements	237,000	237,000	237,000
Pre Paint & Cyclical Repairs	113,000	113,000	113,000
New Projects			
Window Replacements			
Void Property Repairs	53,500	53,500	53,500
Asbestos Condition Survey	30,000	30,000	30,000
Fencing	40,000	40,000	
Central Heating - Economy 7 to Gas	200,000		
Bathroom Replacements	180,000	180,000	180,000
Pointing Works	300,000	300,000	300,000
Fire Alarm System at St Wilfrids Court	25,000		
Laurie Backhouse Court Refurbishment	200,000		
Environmental Improvement Plan	160,000	160,000	160,000
TOTAL	3,042,980	2,323,980	2,283,980

2.11.5 In the event that any new schemes come forward for approval and completion in the year, Access Selby's bid submission estimates for work to be undertaken shall include provision for Access Selby's management fee and these fees shall be in accordance with an agreed schedule of rates based on productive staff costs, including reasonable overheads. The requirement for specialist external support and all other external fees associated with the capital scheme shall be included within the 'bid' submission.

Schedule 3 - Planning and Monitoring Cycle



Schedule 4 - Councillor Liaison Communication Protocol

Three routes have been defined as the most efficient to make contact with Access Selby, to ensure that Councillors enquiries are directed to the right Officer designated to deal with an issue.

- 1) Calling the Councillors Direct Line to the Access Centre means that the next available Customer Services Advisor will take the call – bringing the Councillor to the head of any queue. Depending on the nature of the query, the advisor will either be able to respond to the query themselves, or will send a message to the right back office specialist, who may be a Community Officer, who will respond to the Councillor directly.

Calls passed from the Customer Services Advisor to a Community Officer will be acknowledged by the Community Officer within one working day. The acknowledgement will outline who will be responsible for providing a response and will give an estimate as to how long the response should take. If the response takes longer than expected, the Community Officer will provide an update and a further estimate of the length of time required to resolve the enquiry, following on with progress as appropriate and the outcome.

- 2) Contacting a Community Officer in the relevant area team (contact details have been issued to Councillors for the area they represent), who will be able to investigate, and respond to queries as the first point of contact out in communities.

Contact made directly with a Community Officer by email or by mobile phone will result in an acknowledgement from the Community Officer within one working day, in line with the procedure for contact routed through the Customer Services Team.

- 3) Alternatively, an enquiry may be placed using e-mail to the address info@selby.gov.uk and return, or follow on, contact will be made by Access Centre staff, and be resolved using the same route as a telephone call.

If it is necessary for the query to be passed to a specialist officer, due to its technical and complex nature, the Councillor will be acknowledged and informed of the contact name. The specialist officer will make contact with the Councillor within 3 working days, to provide either a response, or the initial estimate for resolving the enquiry, with further updates and outcome provided as per the above standard.

Selby District Council

REPORT

Reference: E/15/14

Public



To: The Executive
Date: 2 July 2015
Status: Key Decision
Report Published: 24 June 2015
Author: Glenn Shelley - Business Manager
Executive Member: Councillor Crane
Lead Officer: Jonathan Lund – Deputy Chief Executive

Title: Better Together Project – IT Support

Summary:

As part of the Better Together Programme with North Yorkshire County Council (NYCC), officers have identified a number of benefits to both authorities of NYCC providing IT support for Selby District Council. This report details those benefits and asks the Executive to approve the proposals.

Recommendations:

- i. To note and accept the proposals in the outline business case.
- ii. To delegate to the Deputy Chief Executive, to negotiate with NYCC, initially for five years, a service specification based on the business case suitable for incorporation into the broader collaboration agreement.
- iii. To give formal notification to Craven District Council that the Council wishes to end its agreement for IT Support.

Reasons for recommendation

To enable NYCC to deliver the Council's IT support and give the requisite notice to Craven District Council.

1. Introduction and background

- 1.1 The Council's IT support is currently provided by Craven District Council as part of a shared service agreement. In accordance with the Council's Better Together Programme with NYCC, IT support has been identified as an area in which there could be significant benefits from working more closely together with the County Council.
- 1.2 Currently, the Council and NYCC have separate IT and security infrastructures and this configuration represents a barrier to achieving the greater collaboration the Better Together programme requires.
- 1.3 Officers from both councils have collaborated to produce a business case to demonstrate the benefits of this further integration. A summary of the business case is attached at appendix A.

2. The Report

- 2.1 The business case sets out NYCC's approach to delivering Selby's IT service and the benefits to Selby Council. The arrangement is seen as a long term solution, but the Executive is asked to agree an initial five year term. The business case is clear that the level of support which is being offered is equivalent to, and in some areas better than, that in the current shared service with Craven District Council. Support would be provided by a combination of on-site presence supplemented by a remote 24 hour service desk and technical support based at Northallerton.
- 2.2 NYCC have set out that implementing a shared infrastructure model would allow all staff to have IT access, wherever they require it, in the simplest possible way. Importantly, the business case also provides assurances around disaster recovery for the Council.
- 2.3 Additionally, the Better Together Programme has a number of work streams with staff already experiencing problems with access and speed of applications. This is hindering the development of the wider programme and is largely as a result of the two councils operating separate IT architectures. In order to improve this position now, and as the program expands, a solution will be developed which will remove or mitigate these challenges. This solution would create a much simpler and straight forward ICT delivery and support service across the shared infrastructure providing the platform for greater efficiencies in the future.
- 2.4 As the joint approach develops the opportunities for revenue savings will develop, especially around the sharing of facilities and their underlying systems and the positive impact of economies of scale.

Risks

- 2.5 The business case put forward by NYCC has been issued to razorblue, an independent IT consultant, to provide Selby District Council with assurance

that it is fit for purpose. The response from razorblue identifies the full integration of IT systems as a clear risk to both councils. Full integration will require a firm commitment from both councils because it would be technically challenging and expensive to withdraw at a later date. In response, NYCC are clear that full integration presents the best approach to realise the longer term benefits to this project. It opens up the potential to far greater savings than partial integration.

- 2.6 If the Council gives notice to Craven District Council and NYCC are not in a position to deliver, the Council would be potentially without an IT provider. However, given the commitment from both parties this is highly unlikely.
- 2.7 In the longer term, both councils will need to carefully manage the process of delivering upgrades and changes to both software and hardware. Financially, it is important for Selby Council that the solution offered by NYCC offers value for money and is in line with the option that would have been taken had Selby being operating independently.

Governance

- 2.8 Currently, the IT arrangements with Craven District Council are overseen by senior officers on a Shared Service Board, it is intended to replicate this model with NYCC. The Board would oversee both the transition from Craven to NYCC and monitor the on going support arrangements. The project would also report to the Better Together Steering Group.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 The proposals may be affected by the TUPE regulations and these will be detailed in the implementation plan should the business case be approved.
- 3.2 The procurement implications of arrangement have already been considered within the provisions of the broader collaboration agreement.
- 3.3 The agreement between Selby District Council and Craven District Council stipulates that six months' notice must be given to terminate the contract.

Financial Issues

- 3.4 The Business Case presents 9% revenue cost savings and 15% capital savings over the next five years. However, to ensure a successful implementation additional capital funding of £159k is required. It is anticipated that significant savings, in excess of the initial implementation costs, will be secured through subsequent initiatives and projects which follow from this first stage.

Impact Assessment

- 3.5 Equality, diversity, and community impact screenings have been undertaken on the project, these identify that NYCC's level of IT expertise will assist in providing the community with a greater level of access to Council services.

4. Conclusion

- 4.1 The report sets out the benefits to both councils in NYCC providing Selby District Council's IT support. In the short term NYCC will at least match the level of service currently being provided and in the longer term the IT partnership opens the door to some more significant savings and facilitates the wider Better Together Programme

5. Background Documents

None.

Contact Officer:

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Appendices:

Appendix A – Summary Business Case

Project Business Case Summary

Document Version Control			
Version Number	Reason for Change	Author	Date
1.0	Original Document	Wendy Rowley/ Trevor Peacock	20/05/2015
2.0	Amended to include comments by AJ/RL/KB	Wendy Rowley/ Trevor Peacock	21/05/2015
3.0	Amendments based on SDC comments	Wendy Rowley	01/06/2015

Project Overview			
Project Name:	Shared IT Infrastructure – SDC/NYCC		
Project Reference:		Document Author:	Wendy Rowley/ Trevor Peacock
Project Sponsor:	Jonathan Lund/ Robert Ling	Project Manager:	Wendy Rowley
Programme (this project is part of):	Selby Better Together	Programme Manager:	Kevin Brown
Directorate/Service Area:	NYCC T&C/ SDC IT	Senior User (Service Lead):	Glenn Shelley/ Andrew Jarvis

1 PURPOSE OF REPORT

The paper has been written to seek approval and funding for North Yorkshire County Council (NYCC) to provide IT support to Selby District Council (SDC) and move to a shared infrastructure for the two authorities.

2 PROJECT BACKGROUND

SDC and NYCC have agreed to work collaboratively to bring about better customers services, provide greater resilience for their communities and to pave the way for future financial savings for both authorities. This collaboration is referred to as the Better Together Programme and its objectives include:

- Bring together back office support services to deliver greater resilience and financial savings;
- Consider opportunities where services can be delivered jointly to joint customers; and
- Improve ease of use for customers to be able to access their local services.

The Chief Executive of SDC has approached NYCC to discuss the viability of providing IT support for SDC and their delivery arm - Access Selby. The IT support is currently provided by Craven District Council (CDC) as part of a shared service agreement. Both NYCC & SDC have separate IT and Security infrastructures and this current configuration represents a barrier to achieving the collaboration the Better Together programme will require.

The Better Together programme has a number of work streams with staff already experiencing problems with access and speed of applications, this situation is due in the main to having two totally isolated and separated architectures. In order to improve this position now and as the program expands a solution must be developed which will remove or mitigate these challenges. The solution must enable all staff to have access to information systems from wherever they require it in the simplest possible manner only a shared infrastructure model can deliver this.

This solution would create a much simpler and straight forward ICT delivery and support service across the shared infrastructure providing the platform for greater efficiencies in the future; it would also deliver a more flexible and dynamic approach to service delivery. As the joint approach develops the opportunities for revenue savings will develop, especially around the sharing of facilities and their underlying systems and the positive impact of economies of scale.

3 OBJECTIVES

- The provision of an IT service to SDC by NYCC. This service needs as a minimum to provide the level of support which SDC currently receives from the Shared IT Service with CDC.
- As part of the service, SDC requires a regular IT presence onsite.
- NYCC need to provide assurance that they are able to support the applications which SDC use, including those which NYCC do not currently utilise.
- Both organisations must maintain their Public Services Network (PSN) compliance.
- Disaster Recovery (DR) provision for SDC needs to be included as part of the proposal.
- To implement a shared infrastructure model allowing all staff (SDC and NYCC) to have access from where they require in the simplest possible way. When completed, both organisations will be on a shared platform yet still retaining each entities identity. This will require a major cultural shift from totally independent systems to one of a more federated approach.
- Will be an enabler for the Better Together programme, proving a platform for sharing data and applications giving a better experience for shared working across NYCC and SDC.

4 ASSUMPTIONS

- In order to comply with PSN requirements SDC staff would need to comply with a join Information Security Management System (security policies based on ISO 27001).
- The proposal is based on the budget information provided to date and as such any unforeseen costs associated with supporting SDC to the agreed service levels are the responsibility of SDC.

- NYCC will support the reciprocal DR arrangement with CDC while the SDC NetApp SAN is still operational at the Selby site.
- Partner engagement, Project and Change management will provide the governance for engagement with the service (service management based on ISO 20000).
- Any deviation from the service definition will be managed through change control.
- All infrastructure used by SDC is owned by SDC, there is no hardware shared with CDC other than the DR and backup element of the SAN.
- All IT support contracts are owned by SDC, there are no joint contracts with CDC.
- The proposal is based on providing a like for like service to that which SDC currently have. This has been assessed based on the current shared services SLA and the Razorblue schedule.
- NYCC would not be responsible for upgrading 3rd Party applications as it is assumed this is within the remit of the Data and Systems Team to arrange.
- SDC has appropriate Microsoft licences in place for current needs and these CAL's could be used in a shared service.
- That the internet feed is included in the NYNet costs. If this is not the case or if additional capacity is required then SDC have to fund the increase.

5 PROPOSAL

Service Proposal

NYCC would provide an IT support service to SDC. In the short term the SDC infrastructure would remain located in the SDC computer room and NYCC would provide a combination of on-site and remote support. In the longer term the SDC and NYCC infrastructure would be integrated. By having all users residing on a common infrastructure will make supporting the items in the service definition easier and facilitating shared working. This would see all participating parties sharing a joint security domain, email system and storage solution. There would continue to be an on-site presence for support, but the resource required on-site would reduce as more support is undertaken remotely. The NYCC Service Centre would be able to resolve more incidents at first line contact and direct other incidents to the appropriate teams. An allowance has been made for 20% of the on-site presence working on project work. Any additional Project resource required outside of this will need to be scoped and priced. It will be scheduled in-line with other project requirements.

NYCC have significant technical resources experienced at supporting and maintaining the type of infrastructure, networks and applications used by SDC. There is a very high degree of consistency in the infrastructure used between the two organisations. The only significant difference is the use of terminal services at SDC to deliver applications to desktops. NYCC have experience of supporting terminal services environments.

Given the degree of common technology, NYCC could provide technical support for the SDC infrastructure and network.

The level of support which is being offered is equivalent and in some areas better than the level in the current shared service SLA. The definition document attached defines the areas which NYCC will provide support for. This includes items which are currently covered by the shared service and the Razorblue contract.

The list of applications currently used by SDC which has been provided all run on technologies which NYCC currently run and support, so we are confident that we would be able to support these. A period of time has been built into the plan for application analysis which would be used to look into the applications in more detail to see how they work which would help with support going forward.

Time has been included in the proposal for the NYCC IT Security Officer to ensure that PSN compliance is maintained for both parties.

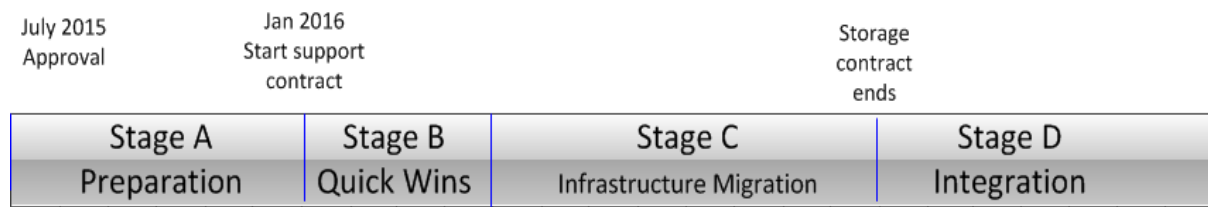
DR will initially be maintained through the current NetApp SAN and agreement with CDC. In the longer term it will be provided via the NYCC DR platform.

Implementation Strategy Summary

There would be a phase move to this common infrastructure:

- Stage A – prepare for the contract to start
- Stage B – quick wins
- Stage C – infrastructure migration
- Stage D – integration

Below is an indicative timeline which shows what is included in the phases. It is not to scale in terms of the time each phase will take. The dates included are to show key milestones. There will be an overlap of activities between the stages.



6 BENEFITS

Cashable:

Over 5 years, there will be a 15% reduction in capital costs and a 9% reduction in revenue costs based on SDC's current IT spend.

Non cashable:

Objective	Specific Benefit
Improved IT delivery and support	NYCC have a large skills pool which can be called up to assist with IT delivery. There will be the opportunity to share knowledge across both authorities
Improved support	Users will access support via the Service Centre, who in

	the longer term will be able to resolve some incidents at first line contact taking the pressure off on-site IT support staff. Other incidents can be routed by the Service Centre to the most appropriate team.
Improved resilience	Improved resilience of systems in the event of hardware failures
Location of IT staff	Gives NYCC a southern base to service sites in that area
To remove the obstacles from the better together program and improve shared services	Ease of access and increased system performance
Establish a common services approach to infrastructure	Provide all users with simplified access to their own and any shared systems currently hosted by either council Easier to support
Establish one security domain and infrastructure	Bring both organisations up to a common standard making access of each other systems safe and secure Easier to support
Ability to benefit from NYCC investment	SDC able to use new technologies without the R&D overhead
To recognise opportunities for future Joint procurement	Potential savings due to being able to procure jointing
Model for future partnership working	The model which is used for this project can be used and learnt from if other similar work with other organisations

7 OTHER OPPORTUNITIES

This would be an enabler for the SDC datacentre to be considered as a location for hosting the NYCC disaster recovery infrastructure. A separate project will be raised with its own business case to look at the disaster recovery a whole including the future location.

NYCC could potentially host the Revs and Bens system saving the costs of the hosting and maintenance. Further investigation will be required to determine if it would be feasible and what would be involved in moving the system

Common mobile platform – NYCC currently have a blackberry environment so in the short term can support SDCs existing blackberry infrastructure. In the longer term, NYCC are implementing a new mobile infrastructure which SDC could take advantage off.

Closer working with the SDC Data and Systems team. This could include them having access to the NYCC Service Centre service management system (EPIC) which would provide a more streamline support function.

8 RISKS

Risks if project not delivered:

- No improvement in shared working
- Not able to meet Better Together Objectives
- SDC will have to refresh their storage infrastructure.
- Reduces NYCC option to use SDC for disaster recovery infrastructure

9 COMMUNICATION

A communications plan would be developed for the implementation in conjunction with the SDC Communications Team.

There would be communication with stakeholders at key points in the implementation. It will be particularly important to communicate at the start of the service delivery as there will be changes to how IT support is delivered and when user affecting changes are made.

10 SUMMARY OF SAVINGS AND COSTS

Appendix 1 is a cost analysis based on the support model ('As Is') which is currently provided by CDC. Appendix 2 is the cost analysis for the proposed shared infrastructure service.

Below is a summary of the projected cost reductions for SDC based on the proposed service.

'As Is':

Capital (over 5 years)	£ 301,000
Revenue (over 5 years)	£1,506,000

Proposal:

Capital (over 5 years)	£ 257,000	-15%
Revenue (over 5 years)	£1,368,000	- 9%
After 5 years on-going revenue cost will reduce by £34k		

An additional capital cost of £159k (including £135k for project staffing) will be required (shown in Appendix 2 under Better Together - Implementation costs). It is proposed that this be discussed further with the Better Together Steering Group and in terms of the potential use of the Better Together Invest to Save fund.

Appendix 1 – Cost Analysis for an ‘As Is’ service

Description	Capital / Revenue	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	TOTAL £
Expenditure								
IT support and maintenance service	R	31,200	142,300	145,200	132,500	135,100	137,800	724,100
IT staff costs	R	35,900	145,400	147,300	149,200	151,100	153,000	781,900
SDC Additional On-going costs								
SAN refresh	C			105,000				105,000
Laptop refresh	C			67,000				67,000
Desktop refresh	C				74,000			74,000
ESXi hardware refresh	C				40,000			40,000
Exchange licensing	C		10,000					10,000
Upgrade ESXi memory	C	5,000						5,000
TOTAL EXPENDITURE		72,100	297,700	464,500	395,700	286,200	290,800	1,807,000
Current Budget								
SDC current IT support and maintenance budget		31,200	142,300	145,200	132,500	135,100	137,800	724,100
SDC current IT staff costs		35,900	145,400	147,300	149,200	151,100	153,000	781,900
TOTAL INCOME		67,100	287,700	292,500	281,700	286,200	290,800	1,506,000
NET COSTS (+) / SAVINGS (-)		5,000	10,000	172,000	114,000	0	0	301,000

Appendix 2 – Cost Analysis for proposed service

Description	Capital / Revenue	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	TOTAL £
Expenditure								
IT support and maintenance service	R	31,200	136,900	107,700	98,300	108,100	104,500	586,700
IT staff costs	R	33,000	133,600	130,800	132,500	134,200	135,900	700,000
Additional WAN costs	R		3,500	3,500	3,500	3,500	3,500	17,500
Service Management charge	R	3,210	13,525	11,925	11,540	12,115	12,020	64,335
SDC Additional On-going costs								
Laptop refresh	C			67,000				67,000
Terminals	C		36,000					36,000
ESXi hardware refresh	C				40,000			40,000
Exchange licensing	C		10,000					10,000
ESXi memory upgrade	C	5,000						5,000
SDC - Implementation costs								
SAN storage	C		25,000		25,000			50,000
SAN switch ports	C		5,000					5,000
Juniper Firewall	C		1,500					1,500
SCCM licenses	C	1,200			800			2,000
Citrix licenses	C		30,000					30,000
Antivirus	C		5,000			5,400		10,400
Better Together - Implementation costs								
Windows Desktop OS licensing	C		22,000					22,000
WiFi consolidation	C		2,000					2,000
Project staff	C	49,000	86,000					135,000
TOTAL EXPENDITURE		122,610	510,025	320,925	311,640	263,315	255,920	1,784,435
Current Budget								
SDC current IT support and maintenance budget		31,200	142,300	145,200	132,500	135,100	137,800	724,100
SDC current IT staff costs		35,900	145,400	147,300	149,200	151,100	153,000	781,900
SAN (saving)				105,000				105,000
TOTAL INCOME		67,100	287,700	397,500	281,700	286,200	290,800	1,611,000
NET COSTS (+) / SAVINGS (-)		55,510	222,325	(76,575)	29,940	(22,885)	(34,880)	173,435

REPORT

Reference: E/15/15



To: The Executive
Date: 2nd July 2015
Status: Non-key decision
Report Published: 24th June 2015
Author: June Rothwell, Business Development Manager
Executive Member: Councillor C Lunn – Executive Lead for Finance
Lead Officer: Karen Iveson, Executive Director (s151)

Title: Charging for Repairs and Maintenance Services

Background

One of the core purposes of Access Selby when it was established in 2011 was to enable the development of traded services to generate income. Selling services is a key way of reducing the overall cost burden to the Council, enabling Access Selby to be a more sustainable, resilient provider of public services.

Summary

The Repairs and Maintenance Service has been identified as a service which could be offered to a wider range of customers. Following detailed research the development of Repairs and Maintenance Service as a chargeable service was approved at the Access Selby Board on 8 September 2014.

This report proposes new charges for Repairs and Maintenance Services enabling the Council to launch commercial repairs and maintenance service to businesses, public sector partners, private households and our existing tenants.

The new charges, calculated to full cost recovery, will also be applied to work for Council housing tenants which are their responsibility. They have the choice if they wish Access Selby to carry out such work.

To enable the Council to do this, significant changes have needed to be made to our current IT systems and procedures across several business areas. This has included a review of the rates, the process for charging the customer or tenant including payment upfront.

Having completed a full analysis of costs associated with ensuring full cost recovery the following hourly rates have been agreed by the Project Board and the Finance Team:

- First hour of work: £32 + VAT (£38.40)
- Subsequent hours: £26 + VAT (£31.20)

- Emergency Call Out (2 hours) £65.56 + VAT (£78.67)
(Emergency Call out is not currently being offered to private customers).

Any materials supplied have also been priced to ensure full cost recovery and are reviewed regularly with our approved suppliers.

Impacts

The service reports an expectation for a small fall in performance against the existing target with the impact on the service being minimal. Over the last 4 years, on average, the Repairs and Maintenance Service has completed 9,100 jobs. The service is currently achieving 99% of all jobs within the agreed timeframes, this is 9% above the target of 90% for non-urgent jobs and 3% above the target of 97% for urgent jobs. In 2014 the number of urgent jobs increased by over 1,300 and performance was sustained.

To achieve the 3 year income target of £50,000 set for the service; based on an average job taking 1.5 hours (£45.00), the number of chargeable jobs required in a year is 371; an increase of 3.5% of the total jobs. The service has managed a variation of +12.5% in 2014/15.

The service reports an expectation that there will be a small fall in performance for the time to complete urgent / 5 day repairs. The Project Board consider this is within existing capacity of the Service, allowing the service to still meet its performance target.

Risks

Legal – The Council has the right to charge for discretionary services within capacity. Public liability and indemnity is covered by the council’s existing insurance so the legal risk to the council is minimal. Should the service in future generate or seek to generate a profit, then consideration would need to be given to operating the service through a trading company.

Financial – This project will generate income with measures in place to track the income generated against the expenditure. By not agreeing full cost recovery fees and charges our ability to recover debt would be at risk. Given that we must evidence that our charges are ‘reasonable’; in addition, setting full cost recovery, which have been accurately calculated, reduces our risk at operating at a loss.

Reputation – Should the demand for chargeable services exceed expectations there is a risk to the performance for Council tenants, which could lead to an increase of complaints. The demand will be closely monitored to ensure the service performance targets are met. A full service review which aims to improve efficiency, cope with variations in workload and enable the delivery of increased capacity is to be undertaken.

Customer Satisfaction – There is a risk that Tenant satisfaction will fall as a consequence of the effective delivery of the recharge policy. Comments and complaints will be monitored to assess the impact.

Recommendations

The Executive approve the hourly rate charges for the Repairs and Maintenance Service
--

The Executive approve the launch of the new commercial Repairs and Maintenance Service.
--

Decision Maker

Executive	Yes
Officer Delegated Decision	No

On Forward Plan – No

Contact Officer:

June Rothwell, Business Development Officer (jrothwell@selby.gov.uk)
Business Development Manager
Selby District Council

REPORT

Reference: E/15/16



To: The Executive
Date: 2nd July 2015
Status: Key Decision
Report Published: 24 June 2015
Author: Sarah Thompson, Lead Officer - Housing
Executive Member: Councillor David Peart
Lead Officer: Karen Iveson, Executive Director (s151)

Title: Byram Park Road Demolition

Summary:

On the 4th December 2014 the Executive agreed, in principle, to demolish the maisonettes, flats and bedsits on Byram Park Road, Byram therefore this report sets out the process needed to reach the point of demolition and highlights the implications of the demolition. The cost of demolition and the financial support required for tenants is estimated at a total of £141,600. There is no budgetary provision for these costs and therefore it is proposed that Council be asked to allocate the necessary funds from HRA balances.

Recommendations:

It is recommended that the Executive:

- i. Approves the proposals for consultation and compensation
- ii. Recommend to Council that a budget of £141,600 for demolition and relocation be allocated from HRA Balances.
- iii. Delegates the final decision to approve demolition to the Executive Director (s151) in consultation with Cllr David Peart lead councillor for Housing, Leisure, Health and Culture and the Solicitor to the Council.

Reasons for recommendation

The Executive are asked to agree the recommendations to enable the process of clearing the site to start. The financial costs cover demolition and the associated costs of relocating the existing tenants.

1. Introduction and background

In December 2014 a report was presented to the Executive regarding redevelopment of the block of Flats on Byram Park Road and the Garages. To allow for redevelopment of the site the Flats and Garages need demolishing and this report will detail the process the Council needs to follow in order to reach that point.

The Community Officer has been to visit each tenant to discuss this with them and outlined the current position. They will continue to be the point of contact throughout the process due to the established relationship. Before making the final decision to continue with demolition each tenant will be contacted and be provided with details of the proposed process, our plans to help them relocate and compensation package we are offering. Every tenant will be offered a property that is of the same type to what they currently occupy (they currently occupy 3 x bedsits, 3 x 1-bed flats, 5 x 2-bed properties and 4 of these properties are situated on the ground floor). Our 1 and 2 bed properties do have a limited turnover and this will impact on the time it will take to rehouse the tenants and therefore, providing we make any allocation in line with North Yorkshire Homechoice, we can be flexible on the type of property we offer as it may be a different property type or area which is more suitable for the tenants current needs.

2. The Report

2.1 The Tenants will be consulted on the full details of the proposals in writing prior to the process formally starting. The final delegated decision to proceed with the demolition will take into account the results of the consultation and then once the decision is made to demolish the flats there is a legal process to follow:-

2.1.1 Initial Demolition Notice – this is issued when the Local Authority intends to demolish a property but has not yet planned when this will take place. This can be served now and is valid for 5 years.

2.1.2 Final Demolition Notice- this will replace the Initial Demolition Notice and is served when the Local Authority has set a date for the demolition to take place and must be within the 5 year period. This notice is valid for up to 2 years.

2.2 Once an initial demolition notice has been served the North Yorkshire Homechoice Policy allows all of the affected tenants to be allocated alternative accommodation via a Direct Match. The notice also advises the tenants of the intention of the council in relation to the demolition, the purpose

of the demolition and notes any rights to compensation. To support the tenants with their move and to ensure they are fully aware of the process we propose to provide additional information to them over and above the statutory legal information.

2.3 The impact of the demolition has been considered and is detailed below:

2.3.1 Home Loss and Disturbance Payments -all of our current tenants have lived in their home for 12 months or more which means they will be entitled to a statutory 'Home Loss' payment which is currently £4,900 (reviewed annually by central government) and this is payable when they move out (if either demolition notice is in effect). This payment can be adjusted to take account of any current tenancy arrears. Each tenant can also apply for a 'Disturbance Allowance' to help towards the cost spent moving home such as the cost of adjusting carpets and curtains. The council would also be expected to cover their removal costs.

2.3.2 Loss of rental income -We have considered the estimated rent loss and based on past experience of occupancy this is estimated to be £49,940. There is however a contingency budget available within the HRA to cover this loss. Whilst there may be some indirect costs associated with environmental ASB that can often be linked to empty properties, this is expected to be offset by a reduction in general housing management and repair cost associated with tenanted homes.

2.3.3 Reduction in available affordable housing – As highlighted in the previous report by Sally Rawlings the demolition of these 15 properties 1 and 2 bedroom properties will temporarily directly impact the amount of affordable housing in the Selby District. The NYHC Policy allows applicants to bid only for properties suitable for their need in relation to size and a reduction in one bedroom properties particularly may indirectly impact on our Housing Waiting list. There are currently 423 active households waiting for a one bedroom property general needs accommodation and of these 20 are assessed to be in gold banding which means their housing need is urgent. In 2014/15 there were 33 x1 bedroom properties available to let meaning that demand is currently exceeding supply and therefore it is estimated it may take up to 12 months to find everyone affected alternative accommodation.

2.3.4 Impact on Homelessness- out of the 33 x 1 bed properties let in 2014/15, 14 were let to statutory homeless cases. By giving the Tenants of the flats at Byram Park Road a direct match to a property when it is available there is likely to be an impact on homelessness figures as without suitable move on property there will be an increase in the time spent in temporary accommodation, an increase in occupancy levels at both hostels and a potential increase in Bed and Breakfast use. As occupancy levels at Edgerton Lodge are currently low this impact would be low except for the costs associated with managing occupied units. A review of our provision of Temporary Accommodation is currently taking place.

2.3.5 The cost of demolition – the cost of the demolition of the flats is currently estimated to be between £60,000 and £80,000 which includes the demolition of the Flats and the 16 Garages at Woodlea.

2.3.6 Resource implications – there will be an impact on the capacity of the staff at Access Selby when managing this project. The Community Officer Team will lead on the consultation with tenants and with support from Housing their re-allocations. Support will also be required from Legal and possibly enforcement if tenants do not accept alternative offers of accommodation and we have to take formal eviction proceedings.

2.4 To ensure that residents are kept informed and involved it is proposed that a communications plan for the residents will be devised by officers, the local member and the lead executive member.

3. Legal/Financial Controls and other Policy matters

Legal Issues

3.1 If a Final Demolition Notice (FDN) is not served within 5 years of the Initial Demolition Notice (IDN) then the IDN must be withdrawn and cannot be reissued within a further 5 years unless consent is received from the Secretary of State.

3.2 A right to buy application can still be made when an IDN is in effect but the process can be suspended until either an FDN is served or it ceases to be in force. Any received after the FDN is in effect can be refused. However until the IDN has been served applications cannot be refused due to demolition. There is however an option for compulsory purchase if this occurred and the risk is considered to be low.

Financial Issues

3.2 The financial implications are detailed but to summarise the expected direct cost is estimated to be £141,600 broken down as follows:

Direct Costs

Demolition	£80,000
Home Loss Payments	£53,900 (based on the August 2014 prices)
Disturbance Allowance	£5,500 (based £500 per move in line with the Transfer Incentive Scheme)
Removal Costs	£2,200 (based on £200 per move)

Impact Assessment

3.3 The impacts are detailed in 2.3 above. The report recognises that some of the impacts will be negated once development on the site has been completed.

4. Conclusion

- 4.1 The Executive has in principle approved the redevelopment of this site. Approval of the recommendations in this report will allow work to commence to clear the site to enable development to start.

Contact Officer:

Sarah Thompson (sthompson@selby.gov.uk)
Lead Officer -Housing
Selby District Council

Selby District Council

REPORT

Reference: E/15/17



To: The Executive
Date: 2 July 2015
Status: Non key decision
Report Published: 24 June 2015
Author: Dave Maycock – Lead Officer, Assets
Executive Member: Councillor David Peart
Lead Officer: Jonathan Lund

Title: Riccall Garages

Summary:

In April 2014 the Executive agreed to offer the garage site on landing lane, Riccall to the Selby and District Housing Trust. As part of the development of the scheme, a joint consultation exercise was conducted with local stakeholders on behalf of Selby and District Housing Trust and Selby District Council. This raised a number of issues, of which most can be dealt with through the detailed design of the scheme. However, some residents raised concerns about the impact the development will have on parking within the locality. Selby and District Housing Trust has expressed concerns and is reluctant to incur costs on the development whilst this issue remains unresolved. SDC officers have observed that there appears to be adequate on-street parking in the surrounding area for those displaced from the garage site and therefore additional parking provision is not recommended.

Recommendations:

- i. **It is recommended that no parking provision be made beyond that contained within the proposed housing development.**

Reasons for recommendation

Observation of parking in the surrounding area suggests that additional parking is not required.

1. Introduction and background

- 1.1 In April 2014 the Executive agreed to offer the garage site on Landing Lane, Riccall to the Selby and District Housing Trust, this offer was accepted in principle at their Board meeting in July 2014. A joint consultation exercise was conducted with local stakeholders on behalf of Selby and District Housing Trust and Selby District Council during January and February 2015 and the results have been analysed. This report looks at the issues raised.

2. The Report

- 2.1 The responses to the consultation raised nine main issues; loss of parking provision; overlooking; type of development bungalows vs houses; increase in traffic; access to the rear of the properties; refuse collection; ownership of the pavement; tenure mix; health and safety concerns during construction. All but the parking issues will be addressed through the redevelopment process.
- 2.2 At April 2015 the occupancy rate of the 18 garages was 56%, lower than the district average of 70%, however as there were tenanted garages, the Executive report included the loss of income and displacing garage tenants would need to be considered if the SDHT accepted the site.
- 2.3 As garages become vacant the Council is not actively marketing them and each case will be considered on its merit on whether a potential tenant has a short-term requirement which will not prevent SDHT developing the site.
- 2.4 According to the consultation responses the availability of car parking surrounding the site is limited and some of the respondents have suggested converting grass verges into parking spaces, in particular on Landing Lane and Viking Drive. Officers have also carried out a review of the garages on the development site and SDC ownership in close proximity to the site. This would be possible but would add additional costs to the scheme. Selby and District Housing Trust has expressed concerns about the parking issues raised and are keen for the Council to find a satisfactory resolution before they incur costs on the scheme.
- 2.5 At the time of writing the report, officers can confirm that five out of six garages, inspected as part of the preparations for demolition, are used for parking cars. Of the remaining five still to be inspected, officers are unable to confirm what the garages are being used for. Of the 10 rented garages, 6 tenants live in the immediate vicinity, 2 live in Riccall and 2 live in Kelfield and Selby.
- 2.6 Officers have visited the area to assess on-street parking and at the time of the visits there was sufficient space in Landing Lane and Viking Drive to accommodate on-street parking, but officers will continue to monitor the situation.

- 2.7 Whilst officers are of the opinion that no alternative provision is required, they have also considered the respondents' suggestions of converting grass verges into car parking places. Officers have identified two sites in Viking Drive which could accommodate 8 – 10 spaces, subject to planning permission being obtained, for a cost of around £30,000.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 All garages are on licence agreements on weekly arrangements and can be terminated with one weeks' notice from either party. The Council has no legal requirements to find new alternative provision.

Financial Issues

- 3.2 The cost of preparing and submitting a planning application and cost of the provision of car parking spaces is estimated to be in the region of £30,000 (£2,600 per space and £2,000 per planning applications and supportive documentation) although there is no current budget provision for this.

Other Policy Matters

- 3.3 There is a risk that the Housing Trust will withdraw from the development if the local objections take hold – the Trust has very limited resources to deal with such issues and have expressed concerns about committing expenditure to the scheme whilst this issue remains live. The scheme already requires a level of subsidy from market housing and Homes and Communities Agency grant and further costs would add pressure to the viability of the development.

Impact Assessment

- 3.4 The decision may have potential impact on future SDHT development of the garage site which may become unviable with potential implications for planning.

4. Conclusion

- 4.1 Officers are of the opinion that no alternative provision is required and propose further dialogue with local residents and Selby and District Housing Trust, to explain the position.

5. Background Documents

Outline Business Case report to Executive April 2014

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Appendices:

None

Selby District Council

REPORT

Reference: E/15/18



To: The Executive
Date: 2nd July 2015
Status: Non Key Decision
Report Published: 24th June 2015
Author: Keith Cadman, Lead Officer Contracts
Executive Member: Councillor Dave Peart
Lead Officer: Jonathan Lund, Deputy Chief Executive

Title: Leisure Contract Annual Review April 2014 - March 2015

Summary:

This is the fifth formal annual review of the Leisure Contract with Wigan Leisure and Culture Trust (WLCT), covering the period April 2014 to March 2015. The year has seen significant developments for the service offer, the Council and WLCT with a refreshed and extended contract, closure of Profiles and the opening of Selby Leisure Centre.

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 2015 / 2016 highlighted in the annual review.**

Reasons for recommendation

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 mobilising the management arrangements for service delivery from the new leisure centre in Selby.

1. Introduction and background

1.1 The Council and WLCT finalised the details of an extended contractual arrangement in 2014 / 2015 and is therefore now 5 ½ years into the extended 15

year contract. This is the fifth formal performance review, covering the period April 2014 to March 2015. This report will look at progress over the last twelve months and identify key priorities for the next financial year.

2. The Report

2.1 The Annual Review

2.1.1 A series of draft reports were produced by WLCT and evaluated by SDC Officers and Councillor Peart. The final review document is attached to this report as Appendix A (Selby Leisure Services Annual Review 2014/15).

2.1.2 Additionally as this review was originally to be a mid-term review of the original ten year contract, the leisure services consultants who advised on the original procurement were engaged to provide a leisure professionals view of the arrangement.

2.1.3 In general the feedback from the consultant is positive and included some useful industry information regarding the new leisure centre and the current review format. The next review (15/16) being the first for the extended contract will therefore be in a refreshed format and include the matters advised by the consultants.

2.1.4 The report sets out a contextual background against which WLCT and SDC have developed the leisure service offer across the district and the preparation and mobilisation of the management arrangements for the new Selby leisure centre.

2.1.5 Included in the report is an evaluation of performance against target for last year's KPIs and key priorities, and the new priorities identified for 2015/16 for the Executive to provide a steer on.

2.2 Summary of Key Findings

2.2.1 The report itself concentrates on the achievements of the service during a period of significant development and the sporting outreach work to develop community activities for targeted groups whilst developing the facilities at Tadcaster and preparations for the opening of Selby leisure centre.

2.2.2 Key findings from the report include:

- Refurbishment of facilities and replacement of gym equipment at Tadcaster whilst also increasing membership.
- The securing of over £270,000 of external funding for sporting outreach work.
- Continued 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 resulting in the securing of funding to continue some programmes into 2015 / 2016.
- Development of a cycling strategy for Selby district.
- Provided a range of sporting activities in Selby park with participants ranging from 2 years to 75 years of age.
- Successful opening of Selby leisure centre by Rebecca Adlington

3. 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 level of external funding secured for 2015 / 2016 will enable further developments in level of community sport across the District for targeted groups and sports. The continued lack of a swimming pool has adversely affected attendance levels although memberships have increased in the same period. Customer satisfaction is down overall and is a reflection of the decline at profiles, although Tadcaster has seen an increase in satisfaction levels during the same period. The successful opening of Selby leisure centre will provide a broader platform of facilities and activities to further develop the service offer and performance.

The next review of the contract will be for the period April 2015 – March 2016 and will be reported to the Executive in summer 2016.

5. Background Documents

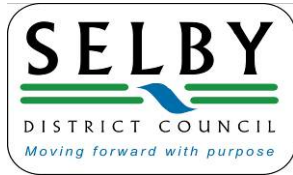
Appendices

Appendix A Selby Leisure Services Annual Review 2014-15

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Selby Leisure Services Annual Review 2014/15

April 2015

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Selby Leisure Services – Leisure Services Annual Review Report

Executive Summary

The 2014/15 delivery of the leisure services in Selby District, as outlined in fuller detail in the paper below, marks a critical milestone in WLCT's partnership working with Selby District Council (SDC). The opening of the new Selby Leisure Centre at the end of March 2015 sees a significant development in the leisure offer in the District, and this paper outlines how this new development will take shape. The paper also reviews the last twelve months' delivery and the impact of programmes delivered during that period, including the Selby Profiles and Tadcaster Leisure Centre sites and the commissioned Sports Development services.

With the new leisure offer comes a new performance framework (section 10), of which the six key measures currently identified as a temperature gauge of service performance are:-

- CILE1001 Visits to leisure centres per 1,000 of population
- CILE2001 Number of GP referral participants
- CILE2002 Number of GP referral participants completing 12 week course
- CILE2030 Number of disabled participants
- CILE4001 Cost per visit – Tadcaster Leisure Centre
- CILE4002 Cost per visit – Selby Leisure Centre

Alongside the performance framework sits the financial performance management of the leisure service delivery, with the contract providing for an annual review of the operating surplus statement (profit & loss account) presented in the same format as the contract pricing model to allow SDC to assess not only the level of profit but also line-by-line variance analysis should this be required. The performance framework and achievement or otherwise of the targets act as an early warning to both parties in case of the need for remedial action and or an assessment of the financial impact through reference to the financial statements used by WLCT management on a monthly basis.

Whilst the opening of the new Selby Leisure Centre (5) was of the utmost significance, this paper also considers the delivery at Tadcaster Leisure Centre (section 2.1), where membership numbers increased and a newly-refurbished gym and multi-purpose space created. After three years as an interim measure, Selby Profiles (2.2) closed and fitness equipment was transferred to Tadcaster. The opening of the new centre also saw a significant recruitment drive to fill the newly-created posts, providing job opportunities for local people with five graduates from local further education being employed at the new site alongside six people formerly employed at Abbey Leisure Centre.

This paper also considers the work of the Sports Development team, including in those commissioned programmes which focussed upon health and wellbeing, with particular success being experienced in the percentage of participants achieving their weight loss targets on the Move It and Lose It programme (3.1) and in the delivery of the Healthy Active Children programme across 33 of the District's primary schools (3.2). The team also played a critical role in securing over £275,000 of external funding (including

partnership bids) to support ongoing sport and healthy living delivery in the District (4.1) as well as delivering a range of events including the development of a Cycling Strategy for Selby District as part of the Tour de France legacy (4.3) and the development of key working relationships with local further and higher education establishments through work placement and volunteer development programmes for students (4.5). With a number of these commissioned services now being remodelled as funding streams cease and new ones commence, this paper also considers the future development of elements of the Sports Development service (6).

The paper also reviews the overall performance of the leisure services against the key performance indicators (9) and, mindful of the developments within both SDC and WLCT over 2014/15, aligns our organisational strategic objectives and priorities against those of the new SDC Corporate Plan (1).

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 Corporate Plan 2011-2015, introduced the '5 Big Things':

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

As we enter 2015/16 SDC has issued their new Corporate Plan for 2015-20, building on the work of the previous five years and identifying the following key priorities for the District:

- Making Selby District a great place to do business
- Making Selby District a great place to enjoy life
- Making Selby District a great place to make a difference

WLCT are committed to working with the Council to achieve these outcomes and our services can make a significant impact across all three of these areas. Accordingly this document has a key role to play, not only in reviewing our performance in the context of the outcomes outlined by SDC in their 2011-15 Corporate Plan, but also in highlighting how our future priorities underpin and enhance the aspirations of the newly-emerging Corporate Plan for the next five years. This paper also outlines where the work of WLCT complements the aspirations of SDC's programme for growth and their support of innovative delivery through the concept fund.

Alongside the revision of the SDC Corporate Plan, WLCT have revised our own strategic plan, and the table below outlines how our strategic objectives link to those of SDC, and the measures by which they will be monitored, forming a golden thread running through strategic objectives through to front-line delivery.

SDC Corporate Plan	WLCT Strategic Objectives	Measures
Making Selby District a Great Place to Do Business	We promise to make a difference to education and skills We promise to make a difference to the environment	Provision of volunteer, apprenticeship and work placement opportunities Support in development of Selby Leisure Village site
Making Selby District a Great Place to Enjoy Life	We promise to make a difference to health	Number of participants (leisure centres and outreach) Increased participation rates Number of leisure centre members Number of participants on targeted programmes (GP referral, adult weight management, healthy children, Pitchup and Play)
Making Selby District a Great Place to Make a Difference	We promise to make a difference to education and skills We promise to make a difference to the environment	Customer satisfaction surveys Partnership working and engagement with CEFs Quest assessment at Tadcaster Extension of learnings from ISO14001 accreditation

1.1 Context and Overview 2014/15

2014/15 saw a number of significant developments take place within the delivery of leisure facilities and activities in Selby District, and with these in mind this report can be viewed as a landmark document. With the opening of the new Selby Leisure Centre on 14th March 2015, and the consequent closure of the interim site at Selby Profiles, the provision and range of leisure facilities within Selby itself has undergone radical and exciting transformation. In addition the year also saw redevelopments made at Tadcaster Leisure Centre to enhance the leisure delivery in the north-east of the district. These developments are addressed in sections 2.0, 5.0 and 7.0 below.

2014/15 also saw the continuation of a range of development programmes delivered by the Sports Development team. These programmes included Pitchup and Play Social Inclusion Football, Move It and Lose It (MILI) 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 sections 3.0 and 4.0 respectively.

There were key staffing changes with the departure of the General Manager (Leisure Services). As an interim measure an Acting General Manager was appointed from one of our Wigan sites, supported by other colleagues from Wigan and Cannock Chase. The opening of Selby Leisure Centre has 25 new staff recruited to posts at the site, including six whom had previously been in post at Abbey Leisure Centre. These also included five students progressing from local education recruited via work placement courses and Sports Development outreach at Selby Jobs Fair.

2014/15 represented the second year of all fixed term contracts for staff posts within the Sports Development team. This affected all posts except the Sport Development Officer. Despite the short term contractual arrangements for personnel, the year saw significant developments with the appointment of a Sports Development Co-ordinator (Physical Activity and Health) focussing on the Move It and Lose It and GP Referral programmes, and an appointment filling the vacancy of Health Active Children Officer / Specialist Activity Instructor. In March 2015 following the successful award of funding from Macmillan the post of Specialist Activity Instructor (Macmillan) was recruited.

Within this year the Sports Development team also hosted 2 undergraduate student placements from Sheffield and Leeds Universities and local student placement opportunities with 6th form students from Selby College and Year 10 students from Selby High School, Barlby High School and Brayton High School. Some of these students subsequently volunteered in the delivery of the summer sports programme (see section 4.0).

Towards the end of 2014/15 all WLCT Sports Development contracts were reviewed in line with fixed-term contractual funding arrangements. Funding was sought and secured to continue all at-risk posts to ensure continuity of service for the programmes previously funded by SDC's Programme for Growth – with the exception of the Sports Development Co-ordinator (Workforce) post which ceased at the end of March 2015.

With these significant milestones in mind, the annual report for 2014/15 runs up to and including 13th March 2015 – this landmark correlating to the opening of the new Selby Leisure Centre and the fundamental changes to the leisure service delivery in the district. This should be particularly borne in mind in reviewing the performance monitoring section 9.0, below. The second half of March 2015 will be addressed in the annual report for 2015/16.

2.0 Tadcaster Leisure Centre, Selby Profiles and Selby Park

2.1 Tadcaster Leisure Centre

Tadcaster Leisure Centre membership has continued to grow over the course of the year and significantly is still gaining members although the year has brought new challenges with competition from Tadcaster Swimming Pool, who have themselves installed new gym equipment. As at March 2015 membership at the site totalled 707, up from 595 the previous year and at 91% to target for sales.

The year saw developments to both the upstairs room and the ground floor fitness suite (see section 7.0 below) with new lighting and fittings and refurbishment of the reception area, gym and multi-purpose space to enhance the leisure service offer at the site. At the end of March 39 fitness machines from Profiles in Selby were moved in to increase the capacity of the gym and offer a better and newer standard of equipment for the customers. This particularly reflected the feedback from the APSE customer satisfaction surveys which were held in quarter three using a mixture of traditional questionnaires and self-service automated service points. The feedback showed that user satisfaction rates at Tadcaster had increased from the 2013/14 survey and that satisfaction in all three thematic areas was above the accepted APSE industry standard. The lowest-performing areas were in regard to the quality of the fitness equipment provided, and in response to that the newer range of stock from the Profiles site was installed at the end of 2014/15. Members were offered a reduction in payments as a reflection of the temporary closure of the site during the refurbishment period.



We are continuously reviewing the Group Exercise Programme to ensure there is a strong and consistent offer in place across our sites. In addition we are currently reviewing the total structure for the site to ensure we have the skills and roles available to cater for the enhanced service offer and the anticipated increase in membership. Amongst the range of new group exercise activities are Les Mills fitness programmes, internationally-recognised programmes designed to ensure motivation and results, alongside Body Pump, Body Combat, Body Attack and Sh'bam, a dance-based fitness

programme. The site refurbishments have also allowed for provision of a dedicated Indoor Cycling studio.

2.2 Selby Profiles

With the opening of Selby Leisure Centre on 14th March 2015, Selby Profiles closed, having served as an interim service for three years. At the time of closure the site had approximately 1,500 members, with these numbers being boosted by a loyalty membership and concessionary offer scheme and by pre-sales introduced prior to the opening of the new centre, taking the site to 88% to target for sales.

In quarter three the site undertook the APSE customer satisfaction surveys which showed a decline in satisfaction levels from the previous year in all categories excepting Value for Money. This in particular reflected the increased expectations ahead of the new site opening, and the relatively limited offer available at this interim site.

The site delivered 40 exercise classes per week in 2014/15. These included the Insanity Workout, a new introduction over the course of the year, which complemented other new and existing group exercise classes including Body Combat, Cyclone Cycling, Pilates and Zumba. Over the course of the year the trend of month-on-month increases in visits was maintained from the 2013/14 year up to March 2015 when the site closed.

2.3 Selby Park

During the summer Sports Development provided a range of sporting activities at Selby Park, including outdoor table tennis, outdoor badminton and adapted games such as rugby rounders. All activities were free and were aimed at people of all ages and abilities. 132 people, including children and young people, families and organised groups, signed up to the different activities, many consistently returning to play on different days. The age range of participants was 2years to 75years. Of interest, organised inclusive disabled sports groups also attended the sessions making up 17.5% of the overall attendance. The provision of organised sporting activity in the Park saw a rise in people playing informal sport. For example groups were seen on several occasions playing volleyball in the park with their own equipment, beyond the sports sessions offered by Sports Development.

Over the course of the summer Sports Development conducted a park user survey to gauge what sports / cultural activities people would like to see provided in Selby Park. Amongst the most popular suggestions were basketball, netball, table tennis, Futsal, graffiti art, street dance and outdoor games. Following this survey WLCT will continue to investigate opportunities to introduce some of these proposals in areas of the park. The survey also asked questions regarding the pitch and putt and pavilion sites, with the most popular suggestions being for the development of an adventure / skate park and a café respectively.

The Park continues to be used for bowls by several local teams. In addition to sports activity Profiles Gym Staff led outdoor bootcamp sessions in Selby Park and on Portholme Road pitches.

2.4 Selby Market Place

Selby Market Place was used for several high profile events supported by WLCT throughout 2014/15. It hosted the Event Village during the Selby Three Swans Sportive in August (see section 4.0) as well as being the main venue for the first Selby Food and Drink Festival in which WLCT was involved.

Over the year a number of events were held on the Market Place from external partners including Selby Market, Farmers' Market, Macmillan event bus, Selby District Vision Awareness Day, Town Council Christmas Light switch on and Christmas Market.

In May 2015 the Market Place will be the venue for the start of Day 2 of the Tour de Yorkshire, and will continue to support the sporting events already established in 2014/15.

3.0 Commissioned Services of the Sports Development Team

2014/15 saw the second and final year of the continuation of Sports Development commissioned programmes from SDC's Programme for Growth fund. These projects aimed to address the needs of specific target groups and key issues within the community. The Sports Development team delivered the Move It and Lose It adult weight management and lifestyle changes programme, Healthy Active Children children's weight management project and Pitchup and Play diversionary football sessions alongside the role of Sports Development Co-ordinator (Workforce).

3.1 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 the Sports Development Specialist Activity Instructor include use of Selby Profiles and Tadcaster Leisure Centre for participation in independent and / or targeted group exercise sessions. Additional community-based exercise sessions comprising appropriate movement and resistance-based training are offered at facilities in Eggborough, Riccall and Sherburn.

In 2014/15 MILI engaged with a total of 196 new participants (131 in Selby and 65 in Tadcaster). It delivered a total of 336 specific group exercise sessions with a total of 1,560 attendances. This project was on target to meet the annual KPI of 250 participants however recruitment stopped in mid February owing to new parameters set from the new funding stream secured by WLCT and SDC from North Yorkshire Public Health in January 2015. This funding for 2015-2017 makes attendance free at source and therefore not chargeable for the initial 12 weeks of participation, unlike the previous project funded by SDC. The new project will commence in May 2015.

Throughout the two year period of funding the project:-

- engaged with 421 participants across six venues
- engaged a total of 3,368 attendances

- saw 30% of participants go on to enrol as leisure centre members
- delivered a total of 472 specific group exercise sessions
- 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.

The programme was delivered by the Sports Development Co-ordinator (Physical Activity and Health) post funded by SDC's Programme for Growth fund. This Officer also worked on the GP Referral scheme.

In addition to the long-term impact on participants, the successful results and learning achieved over the course of this two year project provided significant support in enabling WLCT and SDC to secure funding from North Yorkshire Public Health of £106,400 for an additional 2 years' continuation of an adult weight management project in Selby District.

3.2 Healthy Active Children

Building upon the initial year's delivery, the Healthy Active Children project is part of a child weight management / healthy lifestyle programme. Specific one hour sessions are delivered in five-week blocks to Year 1 and Year 4 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. Sessions include healthy eating, physical activity and oral health messages, with case studies of the children's experiences being compiled as a work booklet. In addition a training package is offered to staff to enable them to deliver high quality physical activity across the school curriculum. The rapport developed between the Healthy Active Children Officer and the schools during the course of this project has led to Sports Development being invited by schools to deliver after-school clubs to enhance the Healthy Active Children programme.

The target for the project was to offer it to all 41 primary schools in the District, aiming to engage with 700 children. The initial year of the project targeted 30 primary schools and 500 children. 9 of these schools were targeted as priorities, based upon National Child Measurement Programme (NCMP) data identifying the highest rates of childhood obesity between Reception and Year 6, and the highest levels of obesity overall. In 2014/15 all schools across the District were targeted.

In 2014/15 the project worked with 25 schools across the District (all 41 were offered the programme as per the target). It engaged with 1,328 participants (675 Year 1 pupils and 653 Year 4 pupils), 59 of which were registered as disabled. Total throughput for 2014/15 stood at 6,640 pupil attendances, 295 of these from disabled participants.

Beyond the Healthy Active Children programme, five schools worked with WLCT to deliver after school clubs and school-based festivals engaging with a further 294 pupils.

Throughout the two year period of funding the project engaged with 33 schools and 1,953 participants delivered through the Healthy Active Children Officer and the Specialist Activity Instructor posts funded by SDC's Programme for Growth fund.

Schools attended	Number of Children engaged in the project			
	Year 1 2013/2014	Year 1 2014/2015	Year 4 2014/2015	Children with a Disability
Appleton Roebuck	12	33	0	2
Athelstan	24	26	30	2
Barkston Ash	29	0	0	0
Barlow	7	16	24	1
Barlby Bridge **	25	25	22	3
Barlby Hilltop **	44	0	0	0
Barwick Parade	54	33	43	2
Brotherton	0	27	56	2
Burton Salmon	20	20	26	1
Cambleforth **	19	28	31	4
Carlton **	45	34	43	2
Cawood	24			
Chapel Haddlesey / Hirst Courtney (combined school)	14	25	18	3
Cliffe **	16	16	29	2
Drax **	22	0	0	0
Eggborough and Whitley	32	24	31	4
Hambleton	21	20	32	4
Hemingbrough**	0	32	29	2
Kellington	0			
North Duffield	25	0	0	0
Saxton	13	0	0	0
Selby Abbey **	21	0	0	0
Selby Community Primary **	23	52	48	3
Sherburn Hungate	0	33	32	3
South Milford	28	32	29	2
St Joseph's Tadcaster	49	27	28	1
St.Mary's	0	27	25	4
Thorpe Willoughby	31			
Riccall	27	0	0	0
Riverside	0	52	53	5
Wistow	0	35	24	2

** Indicates the school was one of the original nine targeted priority schools

The successful results and learning achieved in the Healthy Active Children project enabled WLCT to secure eighteen months' additional funding of £44,100 from SDC's Programme for Growth fund for the continuation of a schools-based health and activity project in Selby District.

3.3 Pitchup and Play

The Pitchup and Play Midnight League football is a social inclusion project aimed at providing positive diversionary activities for young people. The sessions are open to all ages and over the course of the project delivery 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 the Sports Development team. The project also engaged with Selby Youth Services and local Police Community Support Officers to promote sessions, whilst participants themselves proved very effective at promoting the programme by word of mouth and social media.

This project sustained the momentum it developed in the previous year, continuing to be delivered across three 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) in four season blocks. The Sherburn session ceased after four weeks owing to decreasing attendances in the summer months with many of the participants thought to be playing cricket.

In 2014/15 the Pitchup and Play project engaged with 234 new participants with a total of 2,163 attendances (Selby 120 participants, 1,256 attendances; Sherburn 11 participants, 11 attendances; Tadcaster 103 participants, 896 attendances) delivered across 145 sessions.

Throughout the 2 year period of funding the project engaged with 535 new participants across the District with a total of 3,175 attendances. The typical age range of participants was between 12 and 19 years, with the exception of Selby where on occasion a few 20 - 23 year olds played, usually the elder siblings of other participants. All participants were male.

Looking forward, the successful results achieved in the two years of funding for this programme enabled WLCT to secure one year's additional funding of £10,000 from North Yorkshire Police Commissioner's Fund for the continuation of the sessions but also the progression of some of the project participants through Step into Coach awards, UKCC Level 1 and UKCC Level 2 Coaching Award in Football.

4.0 Sports Development

The following section shows work undertaken by the Sports Development team as part of their core function, and additional work to that commissioned by SDC or other such funding partners. 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.

4.1 External Funding success

Below is a list of funding applied for and funding secured by Sports Development during 2014/15. This highlights the important role of Sports Development in securing funding to sustain the delivery of community sport projects over the next two or three years, and the critical need to support posts and programmes to become self-sufficient and sustaining rather than reliant on grant funding.

In addition to this the team has also supported many community clubs in their funding applications, providing advice or references for local, regional and national funding applications. Examples include supporting work with Thorpe Willoughby Sports Centre, Bolton Percy Cricket Club, PUSH sports field project in Ulleskelf, Mickey's Boxing Gym, Selby Warriors ARLFC, Riccall Raiders touch rugby league club and Triathlon Club T3 in Tadcaster.

	Area	Activity	Target group	Project focus	Amount	Decision made
Grants received						
Sporta – My Family Fitness Project	Selby	Family sports	Families where one or more member doesn't participate in sport / physical activity	Sport focused in Selby deprived areas to increase participation	£7,000	Funded - This is the total amount for 1 yr Sept 14 – Sept 15
Public Health Commissioner (2 yrs)	Selby District	Health Activity	Tier 2 – lifestyle intervention	Adult weight management programme	£106,400	Funded This is the total amount for 2yrs award April 2015 – March 2017
Macmillan (3 yrs)	Selby District	Health Activity	Adults (men and women)	Cancer Rehabilitation	£94,143	Funded This is the total amount for 3 yrs April 2015 – March 2018
North Yorkshire County Council Innovation Fund	Southern CEF	Falls prevention project	Over 55 / Over 60s	Pilot project presented with CVS and Access Selby Team	£9,000	Funded This is the total amount for 1 yr Oct 14 – Oct 15
NY Police Commissioners	Selby District	Social Inclusion / Education	Young People	Sport as a distraction to social issues and coaching education	£10,000	Funded This is the total amount for 1 yr Apr 15 – Apr 16
Selby District Council	Selby District	Education health	Schools and families	Children's weight management	£44,100	Funded This is the total amount for 18 months Apr 15 – Sept 16
Partnership projects						
Bailey Trust	Selby	Disability Sport	People with Learning Difficulties	Sport participation	£5,000	Awarded in partnership with Voices for People April 14 - March 15
Get on Track NYS	Selby	Dame Kelly Holmes	Social Exclusion / NEET	Sports inclusion	£10,000	Awarded Sept 15
Grants Applied for						
Ironmongers Fund	SLC and TLC	Afterschool and holiday club	Coaching costs	Young Peoples Participation	£6,500	Not successful
Get Health Get Active Fund	Selby District	Back to Sport Officer	All	Adult weight Management Sport participation	£100,000	Not successful
Public Health Commissioner (3 yrs)	Selby District	Health Activity	Tier 2	Children's weight programme	£120,000	Not successful

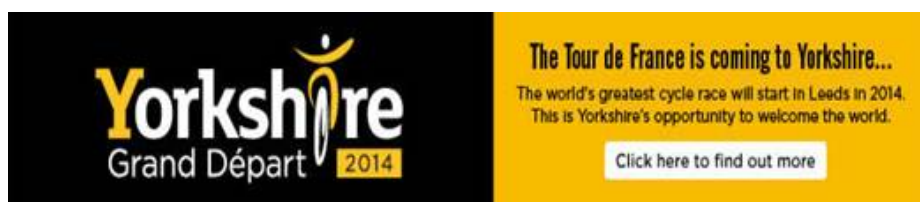
4.2 Strategic Partnerships and building relations

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 (NYS) County Sports Partnership continues to grow enabling officers to benefit from information sharing on events, data collection, funding and coach development and volunteer opportunities. In 2014/15 WLCT and NYS put in a joint funding bid to North Yorkshire Police Commissioner's fund for social inclusion projects based on work already started from SDC funding.

The relationship with North Yorkshire Sport has also brought a number of new National Governing Bodies of Sport (NGBs) into the District, including Triathlon England, Great Britain Wheelchair Basketball Association and England Table Tennis Association enabling the team to introduce new sports into the community and continue to grow the established sports already flourishing in the District.

4.3 Cycling and the Tour de France Legacy

Cycling has been a particularly big focus for the Sports Development team in the build up to and then during the two day Festival of Cycling to accompany the Tour de France *Grand Départ* in Yorkshire and significantly building on the legacy generated by the Tour.



Although the Tour did not come to our District the publicity and anticipation helped ensure a high profile for the sport of cycling. Throughout the year the Sports Development team have continued to build and sustain valuable partnerships across the sporting and non sporting agenda focused on cycling as an activity, focusing on both the strategic and operational 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 our local County Sport Partnership – North Yorkshire Sport and Cycle Yorkshire in partnership with Welcome to Yorkshire. Part of Yorkshire's commitment when securing the Tour de France was to use it as a catalyst for a long-term cycling legacy. As part of overarching agreements between the Yorkshire local authorities, Cycle Yorkshire and British Cycling, a regional cycling strategy was launched at Y14 on 27th March 2014. The ambition of this is simple – “More people cycling more often” – and will be integrated into Selby's

own Cycle Plan over the coming year. The key principal for long-term economic gain will be in developing growth in cycle-based visits and facilities in Selby District, working in partnership with colleagues at SDC.

As well as strategic development WLCT were able to adopt the Cycle Yorkshire Selby logo on all cycle information, boosting the brand across the District. Working with the communications team at SDC and WLCT the Sports Development team in Selby have been able to increase information about events and opportunities for cycling in the District both pre and post the *Grand Départ*. Examples of these events and activities include:-



As part of the 100 day Yorkshire Festival of Culture and Art in the run up to the *Grand Départ*, WLCT was part of a team giving away over 2,000 car window stickers to celebrate the event in July.



On 11th May over 900 participants took part in one of two rides, either a 25-mile route or a 45-mile route, on the Selby Lions Great Selby Bike Ride. This non-competitive event raised funds for St Leonard's Hospice, Martin House Hospice, the British Heart Foundation, Yorkshire Cancer Research and Selby Lions.

Throughout the summer seven Sky Ride Locals, organised in partnership with North Yorkshire County Council, took place over a variety of distances and routes from 'steady' to 'challenging' for more advanced riders. Guided by British Cycling Ride Leaders these rides proved to be a great way to get people back into cycling or just to explore Selby with family or friends. 44 people took part in these rides. The Sky Ride Locals were complemented by Breeze bike rides which offer the chance for women and children to ride together, on a variety of routes in the district.

The Selby Three Swans Sportive is a non-competitive cycle ride organised by Selby Cycling Club, supported by WLCT in partnership with SDC and local business partnerships. Approved by Cycle Yorkshire, the official legacy organisation for the 2014 Tour de France in Yorkshire, The Selby Three Swans Sportive took place on 31st August and aimed to engage as many people as possible from a wide range of ages and abilities in cycling whilst giving them the opportunity to tour many picturesque villages on quieter, generally flat roads. 723 participants completed rides of 100, 60 and 30 miles around the District while visitors to the town centre enjoyed the climbing wall, giant badminton, cycle obstacle course and a variety of other sporting activities in the Event Village held on the Market Place and hosted by the Sport Developments team. Over 21% of the participants were female, a figure well above the national average for this type of event. Feedback highlighted that this reflected the specific structure of the Selby District event.





At the end of the summer term several schools took part in activities to promote the health benefits of cycling and the importance of eating a healthy diet. Barlby Community Primary School brought 45 children from Year 5 and Year 6 to Selby Profiles to take part in a Spinning class.



WLCT staff took a Smoothie Bike to 10 schools across the District reaching a total of 516 children. In these sessions the children learned about the importance of diet and exercise and made a nutritious fruit

smoothie in the process. At Tadcaster Community Day Cllr John Cattanach Chair of the Council 2014/15 enjoyed a spin or two.

Sports Development staff attended STEMS (Science, Technology Engineering and Maths) fairs at Selby High School focused on Key Stage 2 children and at Riccall Regen Centre focused on Key Stage 1 children reaching over 200 young people. In these sessions children learned about the Tour de France and the science and health benefits of cycling via an interactive workshop entitled 'Things You Won't See Happening in the Tour De France'.

In May 2015 Selby was announced as a starting venue for the second day of the Tour de Yorkshire. WLCT will support SDC in the running of this event and the Cycle Festival announced as an additional attraction to the race. There is a long term aspiration to develop Cycling Hubs in Selby at Selby Park and / or Selby Leisure Centre and at Tadcaster Leisure Centre, where cyclists can travel to and meet and also a place of enterprise where together with local business or schools / college we can establish bike repair services or BiCycle recycle schemes.



4.4 Outreach Work: Voluntary organisations / groups

The Sports Development team continues to support the Council for Voluntary Service (CVS) and Selby District Association of Voluntary Services (AVS) and attend the Community Engagement Forums (CEFs) across the District. Funding was secured from the Southern CEF for a Play Touch Rugby League project run throughout this year and enabling and partnering CVS in the delivery of a Falls Prevention project funded through North Yorkshire Innovation Fund. This project started in October 2014 and will run to October 2015. The project delivers seated exercise routines and low intensity exercise routines to develop core stretch and stability. The project has initially begun in the Southern CEF area and aims to expand its delivery in the future.



WLCT maintained its good working relationship with a number of community organisations including Bee-Able, Purple Patches, Voices for People, Compass, Horizons, Selby District Vision and Selby GEMS Support Services. WLCT put forward 14 names across all 6 categories to the Selby and Goole Community Volunteer Pride Awards in November 2014. The coaches from the Thorpe United Disability Football team which WLCT supports were shortlisted as finalist in the Sporting Heroes award.

In addition the Sports Development team attends and actively engages with Selby Equality Group, Selby North Task Group, Selby Consortium Group, North Yorkshire Sport Operations and Coaching Group, Selby District Primary School Sports group, Learning Disability Partnership Board, Selby Local Area Partnership and Selby District Council steering group and working group for Selby Cycle Festival May 2015.

4.5 Outreach work including community sports club, coaches and volunteers and development of new sport clubs / networks

The Sports Development Co-ordinator (Workforce) supported the establishment of clubs and groups from funding received in the previous year, ensuring all reporting for grant awards was completed and recorded. These included rugby league, handball, triathlon, badminton and boxing projects.

The officer also supported the promotion of minimum standards for coach and volunteer delivery and education, a vital part of grassroots sport development. Throughout the year the officer continued to maintain the coach database through the promotion of 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 20 Continuing Professional Development (CPD) courses and promoted other courses delivered by partners, for local coaches to attend.

4.6 Outreach work education (facilities, networks and staff)

The Sports Development team continue to have a productive relationship with schools and further education establishments across the District. In May Sports Development sponsored the very first Selby College Sports Awards presenting the main award to Selby College Sport Personality of the Year Chloe Parkin (below).



The team delivered guest lectures and workshops and attended careers events including those at Brayton High School, Carlton Holy Family School, Sherburn High School, Selby High School, Selby College, Tadcaster Grammar School and York St John University.

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 assignments and dissertations.

The Sports Development Co-ordinator (Workforce) continued 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.



4.7 Inclusive Sport

Throughout the year Sports Development delivered a range of initiatives related to inclusive sport, with particular consideration to promoting activity amongst hard to reach groups including female participants, older adults and disabled participants. The team attends the Selby Equality group hosted by Selby District Association of Voluntary Services. In the summer holidays, the team put on a series of disability sport taster sessions at Selby High School and Tadcaster Leisure Centre (below), inclusive sessions for able-bodied and disabled participants.



Thorpe United Disability Football Team (above) continues to be supported by Sports Development. The team was able to secure external funding to extend the playing opportunities for the club. Throughout the year Thorpe United attended a local football tournament in Doncaster and entered the North Riding Football League, playing a series of tournaments in York and the North East. The club continues to attract a core group of up to 15 players with varying levels of disability to their weekly training sessions at Selby High School.

4.8 Events

Throughout the year the Sports Development team hosted or supported some key events in the District including Learning at Work Week, Children in Need and Sainsbury's Charity Bike ride (below), Tadcaster Community Day, Great Yorkshire Show and the Vintage Car Rally 2014.



4.9 Playing Pitch Provision.

The Sports Development team continues to manage the bookings of the football pitches at Portholme Road. Currently three local teams use the

pitches for Saturday and Sunday League football in the season. In 2015/16 WLCT will take back the running of Denison Road pitches from Selby Railway FC, who had leased the pitches over the past season.

5.0 Selby Leisure Centre

WLCT continued to support the construction of Selby Leisure Centre through active involvement in the final stages of design, construction programme management and in delivering plans to fit out the facility to suit the activity programme.

WLCT also carried out a project management function to oversee the refurbishment of the synthetic pitch which was delivered alongside the Leisure Centre construction programme. This work was assisted by England Hockey, who provided a letter of support and assistance in drawing up the specifications.

Detailed mobilisation plans to ensure Selby Leisure Centre opened in line with the construction programme completion and with maximum impact were established and implemented. The mobilisation plans co-ordinated activities including staff recruitment and training, operating procedures, hard and soft facilities management, ICT, equipment procurement and installation and marketing and public relations activity.

WLCT gained access to the building on 18th February 2015, allowing the building to open to the public on 14th March. A hugely-successful official opening was held on Saturday 21st March, involving Olympic swimming champion Rebecca Adlington (below).



Alongside the mobilisation planning for the opening of Selby Leisure Centre a decommissioning plan was established and implemented to manage the closure and exit from Selby Profiles. Selby Profiles closed to the public on Friday 13th March and was handed back through a formal deed of surrender on 31st March.

Selby Leisure Centre delivers 47 group exercise classes per week. In the first month of operating the occupancy has grown on a weekly basis with an increase of 24% in the first month. Our most popular classes include Indoor

Cycling, Aqua and Les Mills programmes. Some of these classes are operating above 80% at peak times. To further enhance the Group Exercise offer we have launched Les Mills Virtual, a series of six programmes aimed at encouraging participants who might not normally engage in Group Exercise classes. We have also launched GRIT Series, a small group training programme offering participants the opportunity to engage in a session delivered by a specialised coach.

Section 10.0 below provides details of the performance indicators relating to the new centre.



6.0 Other New Areas of Work

Moving forward the Sports Development team will concentrate on programmes centred around:-

- Tier 2 adult lifestyle weight management (£106,400 project funded for 2 years by North Yorkshire Public Health)
- children's weight management and healthy lifestyles (£44,100 project funded for 18 months by SDC – Programme for Growth fund)
- continuation of the Pitchup and Play sessions including the progression of some of the participants through Step into Coach awards, UKCC Level 1 and UKCC Level 2 Coaching Award in Football (1 year of £10,000 from North Yorkshire Police Commissioner's Fund)
- delivery of Macmillan project
- delivery of a fair and equitable sports development offer to meet the need to promote increased physical activity opportunities for people in Selby District

The key funded projects are below.

6.1 Tier 2 Lifestyle Weight Management Programme

WLCT have designed and will deliver an accessible weight management programme to support overweight and obese adults in changing lifestyles (Tier 2 intervention), which will draw on the experiences of the Move It and Lose It programme and form an integral part of the local weight management care pathway. Referrals will come from primary care, all health care professionals and relevant stakeholders, NHS Health Checks or self referrals.

The programme will support participants to lose weight and maintain that loss throughout and beyond the 12 week delivery, in addition to offering an integrated healthy lifestyle approach including signposting to other services such as smoking cessation, NHS health checks and diabetes care, and building relationships with local GP practices.

6.2 Extension of Healthy Active Children programme

The original rationale for the Healthy Active Children programme was to address the higher than average levels of overweight and obesity amongst primary school age children within the district. WLCT is proposing to build on the impact of the Healthy Active Children programme, maximise the potential of the new leisure centre and to deliver a new whole school healthy lifestyle service which will:-

- Establish active school hubs that will increase participation in curriculum time, after school, and in holidays
- Extend delivery of the Active Healthy Children programme with Year 1 and Year 4 pupils, targeted at children in primary schools with the highest levels of overweight and obesity. The programme will continue to use a capacity-building model to ensure that it can be replicated across the school
- Support local schools in meeting Ofsted requirements around health and wellbeing / PE requirements and achieve other learning outcomes, through training and support for school staff and guidance around quality assurance

- Enable pathways into regular sport and activity through extended partnerships with local sports clubs
- Provide extended access to Selby Leisure Centre, Tadcaster Leisure Centre and in future Selby Leisure Village through activity taster days, tournaments and festivals, establishment of family and junior exercise classes and targeted children's sessions, educational sessions using the leisure venue and activity days for Gifted and Talented children
- Work with local partners, including Harrogate and District NHS Foundation Trust (Healthy Child Programme) and the Vale of York CCG to ensure integration with wider health outcomes
- Support achievement of the Healthy Schools Standard Award - WLCT has developed an online tool, which allows schools to implement a whole-school approach towards healthy and wellbeing.

The proposed new service will be self-sustainable after 18 months and will support the achievement of SDC's aspirations of Making Selby District a great place to enjoy life.

6.3 Extension of Pitchup and Play

WLCT have secured an additional one year's funding to continue the football social engagement project Pitchup and Play. The project has also been extended to enable participants from the sessions to undertake Level 1 and Level 2 coaching awards to support future sustainability of the session, and enhance the skills and employment opportunities of the participants themselves. WLCT will also work with North Yorkshire Sport to develop the Dame Kelly Holmes Get on Track scheme within the District. This programme provides skills and experience opportunities for young people not in education, employment or training, within the sports and physical activity setting, to enhance their employment opportunities.

6.4 Macmillan Project

The WLCT Macmillan Cancer programme, managed by a specialist instructor, will raise awareness of the benefits of exercise and a healthy lifestyle for cancer patients. The programme will offer targeted exercise sessions at Selby and Tadcaster Leisure Centres, as well in community settings where appropriate. The model of peer-supporting gym sessions and opportunities for participants to progress into mainstream sessions where appropriate is based upon the experiences of the existing Cardiac Rehabilitation programmes run from the leisure centres. The programme will target 200 participants per year.

In addition to this targeted programme, WLCT have held discussions with local GP practices with the intention of holding themed seasonal clinics from Selby Leisure Centre, further developing the relationship between sport and physical activity and health and wellbeing.

7.0 Maintenance

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.

7.1 Tadcaster Leisure Centre, Planned Maintenance 2014/15

Tenant Programme

The main focus for Planned Maintenance at Tadcaster Leisure Centre during 2014/15 was to carry out works within the Sports Hall to refurbish the floor inclusive of new line marking to suit both the current sporting activity and potential new developments to the activity programme. In addition works were carried out to refurbish the reception area and staircase inclusive of floor coverings and decorations.

The total cost of the works was £17,628.

In addition to the above and as referenced in section 5.0 WLCT funded refurbishment works to the first floor multi-purpose space and ground floor gym to create an enlarged Health and Fitness offer split across two floors and hosting 40 equipment stations.

The value of the refurbishment works totalled £61,000.

Landlord Programme

Significant works were carried out at Tadcaster Leisure Centre to over-clad the roof, renew the changing room extract units and renew the felt covering the section of flat roof above the reception area. Works were carried out with minimal impact to the centre and were successfully completed during March. The cost of works totalled £95,000 inclusive of fees.

In addition works were also carried out at Selby Park to refurbish the crazy golf facility through the renewal of the synthetic carpet and the resetting of boundary edging. The cost of works carried out during the summer was £7,692 inclusive of fees.

8.0 Selby Leisure Village

WLCT working alongside their consortia partners in Alliance Leisure Services, ISG and Bradshaw Gass and Hope (BGH) responded to SDC's invitation to submit detailed solutions for the redevelopment of the land adjacent to Selby Leisure Centre. The Invitation to Submit Detailed Solution (ISDS) was submitted in June 2014 and presented a unique solution incorporating the facility mix described below:-

- Indoor skate and BMX park
- Indoor aerial trekking located above the skate park
- Adventure play
- Adventure climbing (VerTGo)
- Ten pin bowling (6 lane)

- Café and bar

The solution presented to SDC was based on establishing an effective partnership whereby WLCT lead on the operational management and risk and SDC fund the capital costs associated with the building and fit out with the operational management contract providing a significant contribution to the capital costs from the projected operating surplus.

During June 2014 and February 2015 further dialogue on the project was carried out with SDC to share the vision and project detail, reach a consensus on the contractual framework, obtain political support and planning approval. Planning approval was secured on 12th February 2015 with full executive approval for the projects secured later that month.

Further dialogue has taken place during March and April to reach a position of full agreement on the contracts for the construction and future management and both contracts were executed in early May.

The construction programme is scheduled to commence towards the end of June with a target completion and opening date established as early June 2016.



9.0 Summary of Key Performance Measures 2014/15

From April 2014, 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:

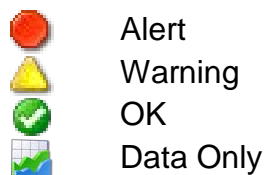














Table 1: Summary of Performance







Number of PIs	%	%	%
12	50	17	33




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. It should be borne in mind that this performance report covers the period from 1st April 2014 to 13th March 2015, in line with the changes to the leisure service outlined above. The performance from the remainder of March 2015 will be included in the 2015/16 annual review.




Performance Indicator	2013/14	2014/15			Target 2015/16	
PI Name	Actual Perf.	Trust Actual	Target	Status / Direction of Travel	Comments	
Visits to leisure centres per 1000 population (LE_NEW001)	1500.10	1441.60	1700.00		<p>Actual visits for the year are 120,304. This is below the year end target of 141,863 visits however excludes the first two weeks of the new leisure centre opening (11, 914 visits) which would have seen us exceed the previous year's performance, being a 15% increase from 2013/14 quarter four. Up until the end of February 2015 visits were 1% higher than the like-for-like period for the previous year, continuing the trend of month on month increases.</p> <p>Selby Profiles saw 70,826 visits in 2014/15, an increase on the total for the previous year of over 3,000 visits. Tadcaster LC saw 49,478 visits in 2014/15, which represented a decrease from the previous year's total of 57,368. This reflects a range of factors including the increased service offer at Tadcaster Pool, the loss of certain school bookings and the temporary closure of areas of the facility for refurbishment in the summer. In particular feedback from customers suggested that the ageing equipment was a factor in decreased usage. This has been addressed by bringing the newer fitness equipment from the decommissioned Profiles site to Tadcaster from the end of March 2015.</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>	4704.46

Performance Indicator	2013/14	2014/15			Target 2015/16	
PI Name	Actual Perf.	Trust Actual	Target	Status / Direction of Travel	Comments	
Number of 'Lifestyle' members as a % of population (LE_NEW001.2)	11.0%	14.2%	10%	 	This indicator saw an increase on 2013/14 and on the target set, reflecting the pre-sales ahead of the opening of the new Selby Leisure Centre.	10%
% of members participating in 1 or more session per week (1x30) (Rolling 3-month as comparator)	48.0%	44.4%	49.0%	 	This indicator has been 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 1x30, and the rolling three month total for this indicator at March 2015 is 44.4% (June 2014 – 43.3%, September 2014 – 41.1%, December 2014 – 40.9%). This was below the target and the previous year's performance however quarter four demonstrated an increase on the preceding periods of the year. The percentage of members participating in 3x30 was at 2.6% for the three months to March 2015 (June 2014 – 2.4%, September 2014 – 1.9%, December 2014 – 2.5%). Likewise this demonstrated a performance below target, but with an increase in quarter four of the year. In January 2015 Sport England published their annual Active People Survey results. This showed that 37.5% of people in Selby were active 1x30, slightly down on the previous year but above the baseline of 35.8%, whilst significant increases had been recorded in the 3x30 indicator, the total currently standing at 29.4%, an increase of over 9 percentage points from the 2005 baseline. This illustrates that the population of the District are becoming more active, with people progressing from 1x30 to 3x30 levels of activity. It should be noted that Active People data covers a broad range of sport, physical and recreational activity.	50%
% of Members participating in 3 or more sessions per week (3x30) (LE_NEW003) (Rolling 3-months as comparator)	3.7%	2.6%	3.5%	 		4%

Performance Indicator	2013/14	2014/15			Target 2015/16	
PI Name	Actual Perf.	Trust Actual	Target	Status / Direction of Travel	Comments	
Number of visits to sport centres from under17s (LE_NEW004)	6,709	5,400	6,000		Visits from this age cohort had decreased over the year, representing the continued absence of a swimming pool. The most popular activities were casual gym use, with structured activity sessions including Tai Chi 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.	New KPI Definition (section 10.0)
% of visits to sport centres from under17s (LE_NEW004.1)	5.3%	4.5%	4.5%		In line with the decrease in numbers of visits, there was also a decrease in the percentage of visits from this age cohort. As above, this reflects the absence of a swimming facility.	New KPI Definition (section 10.0)
Number of visits to sport centres from over 60s (LE_NEW005)	16,181	19,061	16,000		The year again saw a significant increase in visits from this age cohort for the second year in succession. The most popular activities were casual gym use, structured exercise sessions such as Pilates, and activities including badminton.	New KPI Definition (section 10.0)
% of visits to sport centres from over 60s (LE_NEW005.1)	13.0%	15.8%	11.5%		In line with the increase in actual visits, there was also an increase in the percentage of visits from this age cohort.	New KPI Definition (section 10.0)
Gender Ratio (% female/male utilisation) (LE_NEW006)	55.3 : 44.7	53.4 : 46.6	52.2 : 47.8		Final performance against this indicator showed a more even balance in gender participation than the previous year, and close to the target split, a continuation of the trend of the previous year.	52.2 : 47.8

Performance Indicator	2013/14	2014/15			Target 2015/16	
PI Name	Actual Perf.	Trust Actual	Target	Status / Direction of Travel	Comments	
Disability Usage (LE_NEW007)	0.50%	0.36%	Data Only	 	Data represents the percentage of members who have identified that they 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.	200 participants
Complaints Ratio: Number of complaints received per 1,000 visits (LE_NEW008)	0.09	0.19	<0.10	 	The service received a total of 23 complaints in 2014/15 relating to :- April – 2 at Profiles relating to noise levels (see 2013/14) and slippery floor May – 2 at Profiles relating to change of freelance instructor and cleanliness of site. 3 at Tadcaster relating to closure of crèche (x2) and activity programme June – 2 at Profiles relating to opening times and cleanliness of site July – 1 at Tadcaster relating to faulty lighting August – 1 at Profiles relating to promotional material. 1 at Tadcaster relating to class cancellation October – 3 at Profiles relating to customer service (x2) and membership eligibility November – 2 at Tadcaster relating to car parking and information provided to a customer February – 5 at Tadcaster relating to cancellation of a class March – 1 at Tadcaster relating to downstairs gym	<0.50
Accidents Ratio: No of reportable accidents per 1,000 visits (LE_NEW009)	0.07	0.10	Data Only	 	13 accidents were reported over the course of the year.	Data only

Performance Indicator	2013/14	2014/15			Target 2015/16	
PI Name	Actual Perf.	Trust Actual	Target	Status / Direction of Travel	Comments	
% customer satisfaction (LE_NEW010)	76.0%	67.5%	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 67.5%. This shows a decrease from the previous year and is below target, and most significantly reflects a significant decline in satisfaction levels at Profiles (other than in value for money) in line with customer anticipation and expectation regarding the imminent opening of the new leisure centre. It should also be highlighted that whilst performance was below target, all areas exceeded the standard industry satisfaction thresholds applied by APSE benchmarking.</p> <p>Whilst satisfaction levels at Profiles were down on the previous year, levels at Tadcaster had increased from 66.5% to 68%. This reflected an increase in all three categories of the survey.</p>	80%
% 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 3.62 days	95.0%
Cost per visit (£s) (LE_NEW013)	0.57	0.63	Data Only		This represented a marginal increase on previous year owing to planned increased spend on renovations at Tadcaster Leisure Centre.	TBD

Performance Indicator	2013/14	2014/15				
PI Name	Actual Perf.	Trust Actual	Target	Status / Direction of Travel	Comments	Target 2015/16
Cost per resident (£s) (LE_NEW014)	0.85	0.91	Data Only		As above, this represented a marginal increase on 2013/14 owing to increased spend on Tadcaster renovations.	TBD
Number of GP referrals (LE_NEW016)	212	327	300	 	This indicator performed above target and exceeded the previous year's performance.	300

10.0 Key Performance Measures 2015-18

For the forthcoming year and beyond, there are notable changes to the Key Performance Measures being reported, which reflect the change of the leisure service offer with the opening of the new leisure centre, and Sport England's reporting requirements. The KPIs below have been agreed between SDC and WLCT and will be reported on a quarterly basis.

PI Name	Target 2015/16	Target 2016/17	Target 2017/18
UTILISATION			
Visits to leisure centres per 1,000 of population (83,449) (CILE1001)	4704.46	5006.03	5186.97
Visits to Selby Leisure Centre (CILE1002)	360,000	385,000	400,000
Visits to Tadcaster Leisure Centre (CILE1003)	30,000	30,000	30,000
Number of Lifestyle members as a percentage of population (CILE1004)	10.0%	11.0%	12.0%
Percentage of active members participating in 3 or more sessions per week (CILE1005)	4.0%	4.0%	4.5%
Percentage of active members participating in 1 or more sessions per week (separate for Tadcaster and Selby) (CILE1006 / 7)	Tadcaster – 46.5% Selby – 50.0%	Tadcaster - 47.0% Selby – 51.0%	Tadcaster – 47.5% Selby – 52.0%
ACCESS			
Number of GP referrals (CILE2001)	300	300	300
Percentage of GP referrals completing 12 week course (CILE2002)	50.0%	52.0%	54.0%
Percentage of GP referrals converting to full membership (CILE2003)	22.0%	23.0%	24.0%
Number of leisure centre visits 0-10 year olds (CILE2004 / 5)	Tadcaster – 600 Selby – 67,116	Tadcaster – 600 Selby – 78,960	Tadcaster – 600 Selby – 82,908
Percentage of leisure centre visits 0-10 year olds (CILE2020 / 21)	Tadcaster – 2.0% Selby 24.0%	Tadcaster – 2.0% Selby – 26.0%	Tadcaster – 2.0% Selby – 26.0%

Number of leisure centre visits 0-16 year olds (CILE2006 / 7)	Tadcaster – 1,800 Selby – 79,990	Tadcaster – 1,800 Selby – 94,000	Tadcaster – 1,800 Selby – 98,700
Percentage of leisure centre visits 0-16 year olds (CILE2022 / 23)	Tadcaster – 6.0% Selby – 29.0%	Tadcaster – 6.0% Selby – 31.0%	Tadcaster – 6.0% Selby – 31.0%
Number of leisure centre visits 14-25 year olds (CILE2008 / 9)	Tadcaster – 6,750 Selby -42,000	Tadcaster – 6,750 Selby – 44,500	Tadcaster – 6,750 Selby – 46,300
Percentage of leisure centre visits 14-25 year olds (CILE2024 / 25)	Tadcaster – 19.0% Selby – 15.0%	Tadcaster – 19.0% Selby – 15.0%	Tadcaster – 19.0% Selby – 15.0%
Number of leisure centre individual users 14-25 year olds (CILE2010 / 11)	Tadcaster – 300 Selby – 1,680	Tadcaster – 300 Selby – 1,870	Tadcaster – 300 Selby – 1,960
Number of leisure centre visits 26 and older (CILE2012 / 13)	Tadcaster – 21,900 Selby – 170,000	Tadcaster – 21,900 Selby – 182,000	Tadcaster – 21,900 Selby – 190,000
Percentage of leisure centre visits 26 and older (CILE2026 / 27)	Tadcaster – 75.0% Selby – 61.0%	Tadcaster – 75.0% Selby – 60.0%	Tadcaster – 75.0% Selby – 60.0%
Number of leisure centre individual users 26 and older (CILE2014 / 15)	Tadcaster – 1,000 Selby – 3,765	Tadcaster – 1,000 Selby – 3,975	Tadcaster – 1,000 Selby – 4,135
Percentage of active members participating in 1 or more sessions per week 0-10 year olds (CILE2016)	Baseline	TBD	TBD
Percentage of active members participating in 1 or more sessions per week 0-16 year olds (CILE2017)	Baseline	TBD	TBD
Percentage of active members participating in 1 or more sessions per week 14-25 year olds (CILE2018)	45.0%	46.0%	47.0%
Percentage of active members participating in 1 or more sessions per week 27 and older (CILE2019)	Baseline	TBD	TBD
Gender Ratio (percentage female : male usage) (CILE2028)	Female – 52.2% Male – 47.8%	Female – 52.2% Male – 47.8%	Female – 52.2% Male – 47.8%
Number of disabled leisure centre participants (CILE2029)	200	225	250
Number of leisure centre visits from disabled participants (CILE2030)	5,000	6,000	7,200
Number of swimming lesson participants (CILE2031)	700	900	1,000

Number of gym members (CILE2032)	2,600	2,700	2,800
SATISFACTION			
Number of complaints received per 1,000 visits (CILE3003 / 4)	0.50	TBD	TBD
Number of reportable accidents per 1,000 visits (CILE3001 / 2)	Data Only	Data Only	Data Only
Overall percentage user satisfaction (CILE3006)	80.0%	81.0%	81.0%
Percentage customer complaints responded to within agreed timescales (CILE3005)	95%	95%	95%
Quest assessment score (CILE3007 / 8)	Good	Good	Excellent
APSE performance score – Value for Money (CILE3009)	75	76	77
APSE performance score – Facility Presentation (CILE3010)	84	84	84
APSE performance score – Staff and Information (CILE3011)	75	76	77
Citizen's Panel – Sports satisfaction (CILE3012)	68%	68%	70%
FINANCIAL			
Cost per visit (Selby and Tadcaster separate) (CILE4001 / 2)	TBD	TBD	TBD
Cost per resident (Selby and Tadcaster separate) (CILE4003 / 4)	TBD	TBD	TBD
Cost per m2 (Selby and Tadcaster separate) (CILE4005 / 6)	TBD	TBD	TBD
Income per visit (Selby and Tadcaster separate) (CILE4007 / 8)	TBD	TBD	TBD
External funding bids / external funding secured (CILE4009 / 10)	Data Only	Data Only	Data Only

11.0 Key Priorities 2015/16

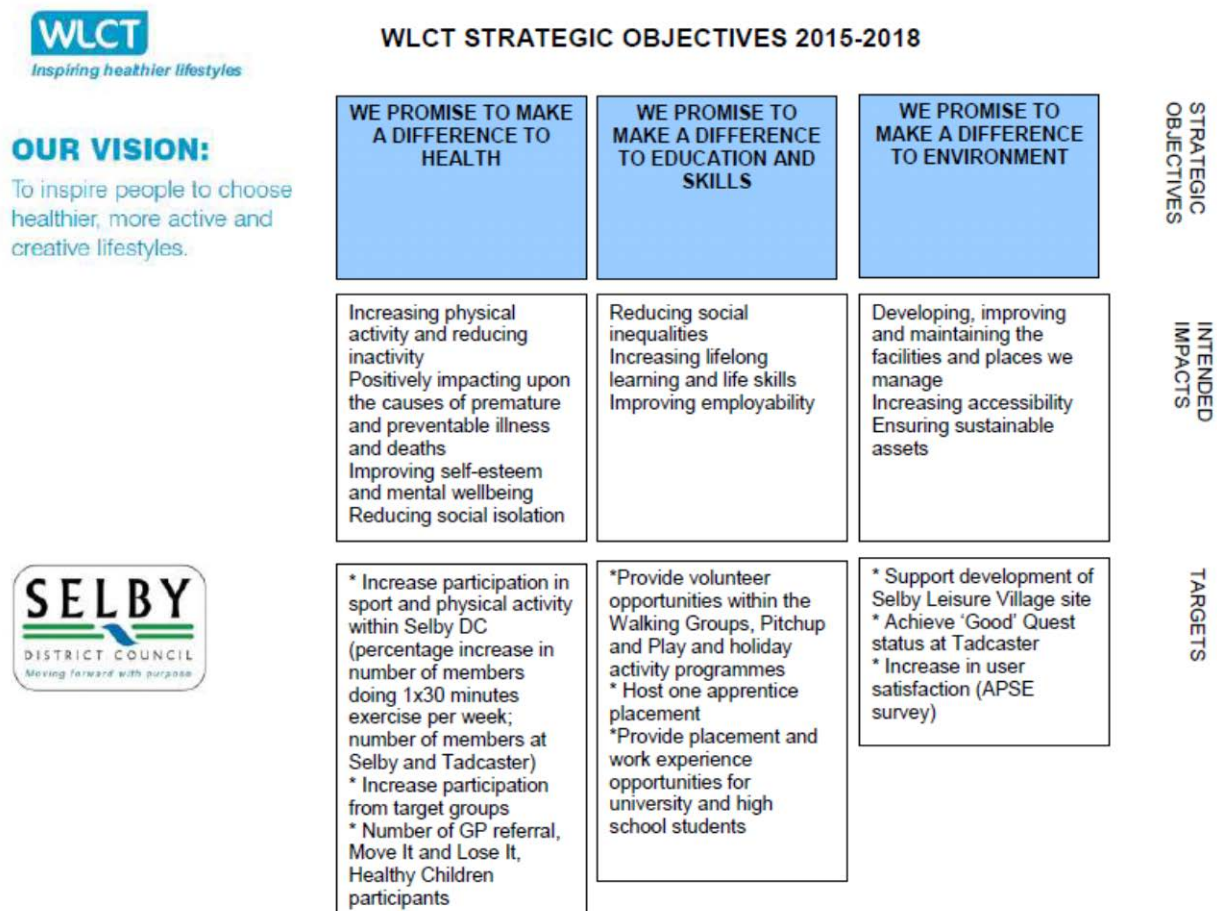
Key Priorities	Lead Officer	Target & Milestones	Intended Outcomes & Impact	Strategic Links
Increase participation and membership base at Tadcaster Leisure Centre and Selby Leisure Centre.	Leisure General Manager (LGM)	Number of Lifestyle members to equate to 10% of District population	Increase in participation in leisure centre-based activities in 1x30 and 3 x 30 sessions per week 2600 Profiles gym memberships across both sites	SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life
Undertake market profiling exercise to establish key areas of under-represented groups and to develop appropriate offers and means of engagement to increase participation.	Business Development Team (BDT)	Q2 presentation to SDC on market profiling findings Increase in participation from identified target groups (for example, those from the highest levels of deprivation)	Increase in memberships and regular activity participation from key target groups which previously experienced barriers to regular engagement with sport and physical activity	SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life and Making Selby District a Great Place to Make a Difference
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.	LGM / Sports Development Officer (SDO)	5% participants in community sport and activity sessions registered as disabled. 200 disabled participants in leisure centre-based sessions. 15% participants in community sport and activity sessions aged 0-17. 81,790 visits from 0-16 year olds at leisure centre-based sessions. 5% participants in community sport and	Increase participation from these target groups Provision of a package of inclusive activities 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	SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life

		activity sessions aged 60 plus 300 GP referral participants		
Support Selby DC with the development of the new Selby Leisure Village	BDT	Preparations towards SLV launch June 2016	Provision of high quality new leisure facility and range activity opportunities in Selby.	SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life and Making Selby District a Great Place to Do Business
Review activities / events in Selby Park and outdoor facilities.	SDO	Continued work to support and promote use of Selby Park for sport and physical activity participation.	Increase usage of outdoor facilities as a means of encouraging higher participation and engagement in sport / physical activity.	SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life
Delivery of Physical Activity / sport events in the District	SDO	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, GP referrals, 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	SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life
Continue to develop external partnerships with key stakeholders in sporting and non sporting agendas including CEFs Explore opportunities to bid for external funding to extend existing and develop new programme areas	SDO	Engage with 3 new partnership networks Attract external funding into Selby District in addition to SDC commissioned services	Establishment of partnerships with stakeholders at local and regional level to support and enhance joint working towards strategic and delivery objectives Development of sustainable and enhanced programme offers	SDC Corporate Plan – Making Selby District a Great Place to Make a Difference and Making Selby District a Great Place to Do Business

<p>Improve customer journey and experience</p> <p>Achieve and maintain Quest accreditation at Tadcaster Leisure Centre</p>	LGM	<p>APSE Customer Satisfaction survey (76%). Customer complaints ratio</p> <p>Achieve 'Good' status at Tadcaster. Preparation of policies and procedures for future Selby assessment</p>	<p>Development of a quality-focused performance-driven culture</p>	<p>SDC Corporate Plan – Making Selby District a Great Place to Enjoy Life and Making Selby District a Great Place to Make a Difference</p>

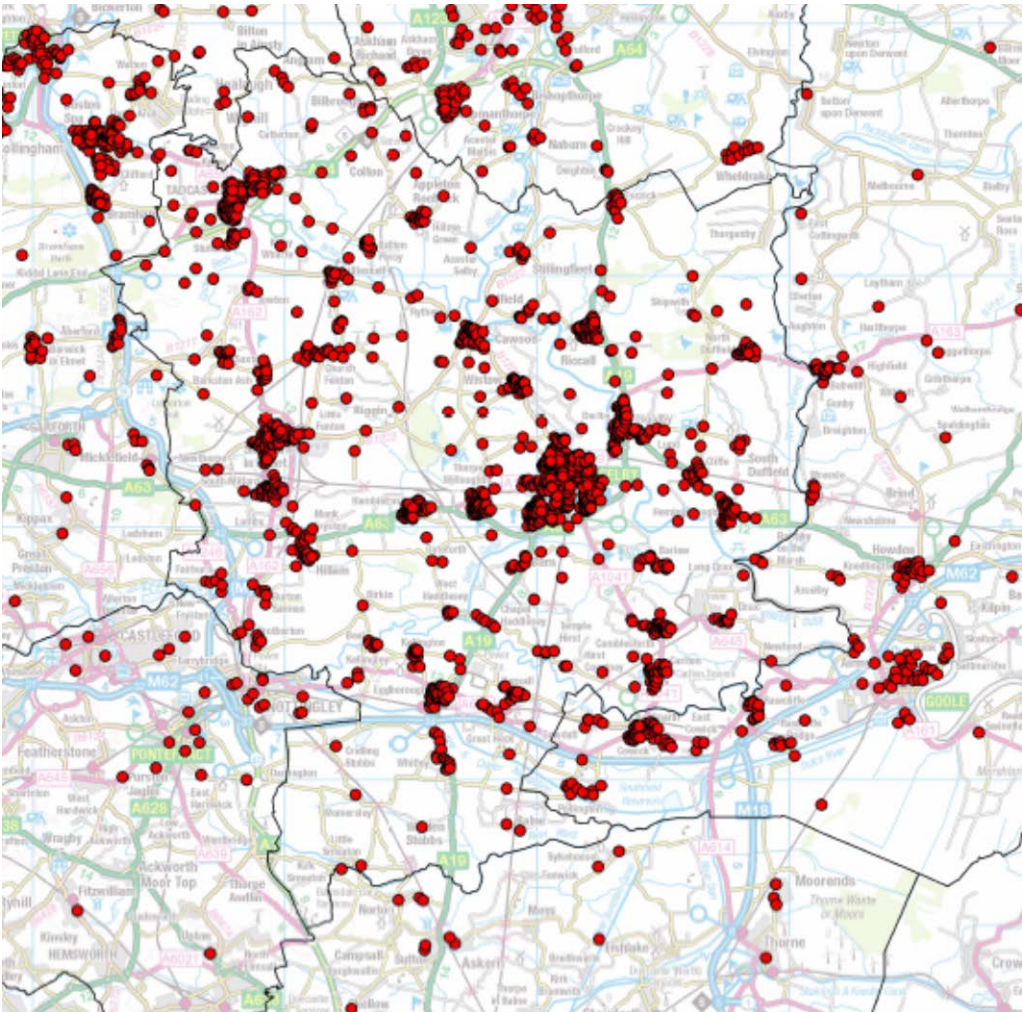
Appendix 1 Our Vision – Strategic Objectives 2015-18

2014/15 saw the reviewing and refreshing of WLCT’s strategic objectives in delivering leisure services within Selby District as part of the broader organisation-wide review of our Vision and Business Strategy, and the revised set of strategic objectives are outlined above. Whilst the fundamental impact and long-term objectives remain faithful to those outcomes identified in the 2011/14 strategic objectives, the means by which these are to be achieved has changed in line with the reshaping of the leisure service offer particularly over the last twelve months. The diagram below outlines the future developments to support achieving our goals.

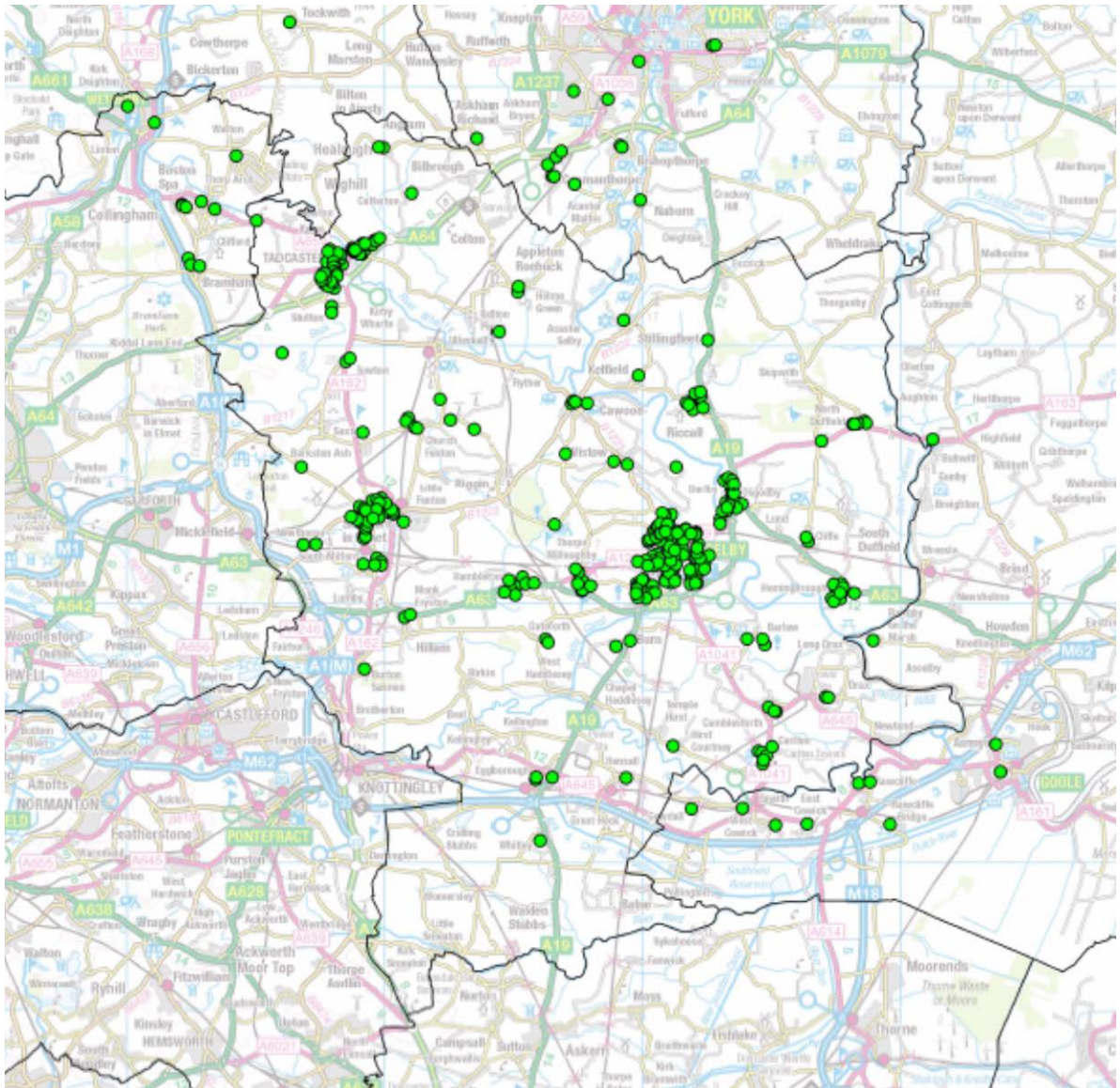


Appendix 2 Overview of Delivery within the District

Demographic data is collected from the Lifestyle leisure centre membership card and from a range of outreach programmes, including Move It and Lose It, GP Referrals and Pitchup and Play, which highlights the areas of the District where participants are coming from, and the latest maps highlighting 2014/15 participation are enclosed below. These particularly illustrate the broad coverage of these programmes across the District.



Lifestyle Card Members across Selby District (April 2015)



Sports Development Outreach participants (MILI, GP Referral and Pitchup and Play)