

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday 3 March 2016**
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 February 2016 (pages 1 to 6 attached).

3. **Disclosures of Interest**

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

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

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

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

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

4. Performance Delivery Report, Quarter 3 – 2015/16

Report E/15/52 provides details of Corporate Plan and Key Performance Indicator delivery following Quarter 3 of the financial year 2015/16, setting out the progress made to date in Corporate Plan and Programme for Growth projects that are contributing towards the delivery of Corporate Plan priorities, as defined in the Selby District Corporate Plan 2015-2020, and the progress of KPIs that demonstrate success in delivering Council services. (Pages 7 to 39 attached).

5. Selby Town Neighbourhood Plan Designation

Report E/15/53 outlines proposals for Selby Town to be designated as a Neighborhood Area for the purposes of the Neighborhood Planning (General) Regulations 2012. (Pages 40 to 50 attached).

6. Syrian Refugee Resettlement Scheme in North Yorkshire

Report E/15/54 updates the Executive on the current position regarding the resettlement of Syrian Refugees in North Yorkshire and recommends adoption of a regional and sub-regional approach to supporting the delivery of the resettlement scheme in Selby district. (Pages 51 to 75 attached).

7. Corporate Charging Policy

Report E/15/55 presents the draft Corporate Charging Policy for consideration. (Pages 76 to 94 attached).

8. Corporate Enforcement Policy

Report E/15/56 presents the draft Corporate Enforcement Policy for consideration. (Pages 95 to 113 attached).

9. Better Together Finance – Key Decision

Report E/15/57 sets out the results of the review of the current trial to integrate financial management services as part of the 'Better Together' collaboration with North Yorkshire County Council (NYCC). (Pages 114 to 130 attached).

**Mary Weastell
Chief Executive**

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Dates of next meetings
17 March 2016 - Executive Briefing 2pm
7 April 2016 – Special Executive Briefing – 2pm
7 April 2016 – Executive 4pm

For enquiries relating to this agenda please contact Palbinder Mann,
Democratic Services Manager on 01757 292207 or pmann@selby.gov.uk.

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Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	Thursday 4 February 2016
Time:	4pm
Present:	Councillors M Crane (Chair), C Lunn, C Metcalfe and D Peart.
Officers present:	Chief Executive, Deputy Chief Executive, Executive Director (s151), Solicitor to the Council, Lead Officer – Finance, Environmental Health Officer (Minute Item 89), Lead Officer – Environmental Health (Minute Item 89) and Democratic Services Manager.
Public:	0
Press:	1

NOTE: Only minute numbers 89 to 91 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 17 February 2016. Decisions not called in may be implemented from Thursday 18 February 2016.

86. APOLOGIES FOR ABSENCE

Apologies were received from Councillor J Mackman

87. MINUTES

The Executive considered the minutes from the meeting held on 7 January 2016.

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With regard to minute item 82 – Housing Rent 2016/17, the Executive Director (s151) informed the Executive that at the last meeting, proposals for setting rents in 2016/17 had been agreed and these proposals had been based proposals in the Welfare Reform and Work Bill.

It was further outlined that that within the report, changes to proposals for new social housing tenancies had been outlined which would mean that from 1 April 2016, new tenancies for properties that had not met target rent would be let at a baseline rent, less 1%.

The Executive Director (s151) explained that in the latest amendments to the Bill, this had now been amended to target rent less 1%. The Executive Director (s151) added that the change did not affect the rent levels that were agreed at the last meeting.

RESOLVED:

To note the update and approve the minutes of the meeting held on 7 January 2016 for signature by the Chair.

88. DISCLOSURES OF INTEREST

There were no declarations of interest

89. DESIGNATION OF AIR QUALITY MANAGEMENT AREA

Councillor Peart, Lead Executive Member for Housing, Leisure, Health and Culture presented the report which outlined the consultation responses on the designation of an Air Quality Management Area (AQMA) and requested the Executive to determine the extent of the area to be designated.

The Executive gave consideration to the options available with regard to the area to be designated and felt that option two would represent the most effective choice in line with the public consultation responses.

RESOLVED:

- i) To agree that the area in option two as outlined in Appendix B be designated as an AQMA.**
- ii) To agree to sign an order to designate the agreed area as outlined in Appendix C.**
- iii) To delegate the making of the AQMA Order to the Chief Executive.**

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REASON FOR THE DECISION

Selby District Council's (SDCs) Air Quality Progress Report, submitted to the Department of the Environment and Rural Affairs (DEFRA) in April 2014, identified elevated levels of nitrogen dioxide in the vicinity of New Street, Selby.

A Detailed Assessment report submitted on 10 March 2015 to DEFRA included the results of additional monitoring in this area and provided an accurate assessment of the likelihood of the air quality objectives being exceeded at 'relevant' locations and the designation of an Air Quality Management Areas was recommended.

A public consultation has been carried out and the consensus of opinions was to designate the area shown in Option 2 in Appendix B.

90. FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 DECEMBER 2015 – KEY DECISION

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which outlined details of major variations between budgeted and actual expenditure and income for the 2015/16 financial year to 31 December 2015.

Councillor Lunn outlined that the Capital Programme was progressing well however stated there would be a shortfall against the savings plan. Additionally it was explained that the Selby Leisure Village was due for completion by June 2016.

Councillor Peart, Lead Executive Member for Housing, Leisure, Health and Culture explained that following detailed discussions and consultations regarding the external Skate Park, detailed proposals had been finalised and costed. The Executive were informed that an additional £21,000 would be required above the existing approved budget with the funds coming from a virement from the Selby Leisure Village contingency budget to the Skate Park Project budget. It was noted that the virement could be made using offer delegated authority but the Executive was asked to endorse the proposal.

RESOLVED:

- i) To endorse the actions of officers and note the contents of the report.**
- ii) To give delegated authority to the Executive Director (s151) to approve a drawdown from the**

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Elections Reserve to cover the shortfall between electoral spend and the allowable claim.

- iii) **To support the virement of £21,000 from the Selby Leisure Village contingency budget to the Skate Park budget.**

REASON FOR THE DECISION

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

91. TREASURY MANAGEMENT – MONITORING REPORT TO 31 DECEMBER 2015 – KEY DECISION

Councillor Lunn, Lead Executive Member for Finance and Resources presented a revised report, tabled at the meeting, which outlined the Council's borrowing and investment activity for the 9 month period 1 April to 31 December 2015 and presents performance against the Prudential Indicators.

RESOLVED:

To endorse the actions of officers on the Council's treasury activities for the period ending 31 December 2015 and approve the report

REASON FOR THE DECISION

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

92. TREASURY MANAGEMENT – TREASURY MANAGEMENT STRATEGY STATEMENT 2016/17 – KEY DECISION

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which asked the Executive to approve the proposed Treasury Management Strategy.

Councillor Lunn outlined that the Council's loans totalled £60.333m with an average interest rate of 4.91%. The Executive was informed that the Bank of England was currently maintaining interest rates at 0.5%.

RESOLVED:

To recommend to Council:

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- i) **To set the Operational Borrowing Limit for 2016/17 at £74m**
- ii) **To set the Authorised Borrowing Limit for 2016/17 at £79m.**
- iii) **To delegate authority to the Executive Director (s151) to effect movement within the agreed authorised boundary limits for long-term borrowing for 2016/17 onwards.**
- iv) **To delegate authority to the Executive Director (s151) to effect movement within the agreed operational boundary limits for long-term borrowing for 2016/17 onwards.**
- v) **To approve the treasury management strategy statement 2016/17.**
- vi) **To approve the minimum revenue provision policy statement for 2016/17.**
- vii) **To approve the treasury management investment strategy for 2016/17.**
- viii) **To approve the prudential indicators for 2016/17 which reflect the capital expenditure plans which are affordable, prudent and sustainable.**

REASON FOR THE DECISION

To ensure the Council's Treasury Management Strategy and associated policies are prudent and affordable.

93. DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME 2016/17 AND MEDIUM TERM FINANCIAL PLAN – KEY DECISION

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which outlined the draft revenue budget and capital programme for 2016/17 to 2017/18.

Councillor Lunn outlined the key budget messages including that the Council had delivered £5m of on-going savings to the end of 2016/17. It was explained that a Council Tax rise of 1.99% was being proposed which was the equivalent of 6p a week for a Band D property.

The Executive Director (s151) informed the Executive that as the Government Budget had not been confirmed yet, it was

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recommended that all proposals were subject to the provisional settlement outlined in the Government Budget. It was also added that if there significant differences in the settlement, an additional Executive meeting may have to be called.

It was clarified that recommendation two be altered to include the words 'for a Band D property' at the end.

RESOLVED:

- i) To submit to Council for approval the draft budgets, bids and savings.**
- ii) To propose to Council an increase in Council Tax of 1.99% to £165.22 for a Band D property.**

REASON FOR THE DECISION

To ensure the Executives budget proposals are fully funded for 2016/17.

The meeting closed at 4.40pm

Selby District Council

REPORT

Reference: E/15/52

Item 4 - Public



To: The Executive
Date: 3 March 2016
Status: Non Key Decision
Report Published: 24 February 2016
Author: Caroline Sampson Paver – Commissioning and Performance Officer
Executive Member: Councillor Mark Crane – Leader of the Council
Lead Officer: Mary Weastell – Chief Executive

Title: Performance Delivery Report – Quarter 3 - 2015/16

Summary:

This report provides details of Corporate Plan and Key Performance Indicator delivery following Quarter 3 of the financial year 2015/16, setting out the progress made to date in Corporate Plan and Programme for Growth projects that are contributing towards the delivery of Corporate Plan priorities, as defined in the Selby District Corporate Plan 2015-2020, and the progress of KPIs that demonstrate success in delivering Council services.

Recommendations:

It is recommended that the Executive approves the report

Reasons for recommendation

The on-going management of performance enables the Council to monitor success in achieving its priorities for 2015/16.

1. Introduction and background

- 1.1 27 Corporate Plan and Programme for Growth projects are contributing towards the delivery of Corporate Plan priorities. The attached report provides an update of the progress of the projects and narrative that provides the latest position.
- 1.2 Milestones are identified and are being met in 23 of the projects, and all projects are within their overall planned timescale.
- 1.3 In relation to KPI service area delivery, reporting is based on data year to date at the end of Q3 for the Draft Partnership Agreement KPIs. Results have met or exceeded target on 22 indicators, with 3 at Amber status and 2 at Red.

2. The Report

2.1 Corporate Plan Delivery - Projects at Amber (some milestone slippage)

- 2.2 The Selby District USP project (PFG 003) has an amber status – indicating that a number of milestone have slipped, however links are being made through work with regional and local partnerships including the upcoming Tour de Yorkshire. The on-going delivery of the project is being considered as part of a wider review of economic development.
- 2.3 The Savings Strategy and Action Plan (CPP 013) is also at amber status, due to savings forecast shortfalls. Additional income generation and in-year underspends are mitigating the shortfall but planned savings must be delivered or alternatives identified, to achieve the overall target by March 2018.
- 2.4 Skills & Capacity Building project (PFG 005) – reports an amber status due to slippage in identifying milestones for the next phase, however, following an initial options paper, the programme is to be co-ordinated within the delivery of the Economic Development Strategy.
- 2.5 Construction Skills Hub - (PFG 008) is at amber status as the agreement with developers remains to be formalised – however, all key partners are on board and supportive of the scheme to maximise opportunities in construction.

2.6 Other project 'key-issues'

- 2.7 Healthy Lifestyles & Weight Management (CPP 006) – The Move it Loose it programme has outperformed its initial targets, achieving them 16 weeks into the programme. New targets have now been agreed for the rest of the year.

2.8 How we will know if we've succeeded in meeting our goals

- 2.9 The Corporate Plan identifies outcomes for each Priority that demonstrates the success delivered through Corporate Plan and Programme for Growth projects – as below

Priority 1 - to do business

- A rise in the amount of business rates collected
- Growth in investment in the district
- An improved vitality and viability of town centres
- Skills and capacity training accessed by people in the town
- Increased employment rates

Priority 2 – to enjoy life

- More housing need met
- Empty homes brought back into use
- More affordable properties developed
- More people taking part in physical activity
- Healthy behaviours developed

Priority 3 – to make a difference

- More local volunteers are delivering services that are important to their communities
- More services are accessed through self-serve channels e.g. online
- People are involved in designing services for their local areas

Supported by Selby District Council delivering great value

- Services are commissioned from or delivered with partners
- High customer satisfaction is achieved
- Increased staff productivity
- Increased income, including improved debt collection rates
- Delivery of savings

2.12 A significant number of these outcomes are already monitored as KPIs through the draft Partnership Agreement, and in some cases, baselines are being developed through the projects themselves. Statistical data will also play a part in areas such as employment rates as will be updated through the evidence gathering to inform the next Needs Assessment. It is proposed to report on the success of outcomes at the end of the Quarter 4 and more frequently in the following year, once all baselines have been established.

2.13 Service Area Performance

2.14 The delivery of Planning Performance Agreements (PA_006) is at red status, and it is considered that this measure should be reviewed, as the government now offers a guaranteed timeframe for a decision on major applications, leaving fee-paid performance agreements as currently unappealing to

applicants and developers and consequently are not being taken up. A more relevant measure to consider may be to capture the success of Voluntary Planning Agreements in place in relation to complex sites that contribute to the economic growth of the District.

- 2.15 The KPI that measures an increase in numbers of planning applications supported through the planning surgery (PA_007) is at amber status – however this is considered to be a seasonal drop in demand for the service around Christmas.
- 2.16 The Development Management service is now up to structure level and resources are supplemented with consultant agency workers, ensuring that on-going challenging caseloads are at a manageable and appropriate level for Officers. It is anticipated that the recently introduced Community Infrastructure Levy (CIL) and the presence of a five-year housing land supply in the District, will mean that significant numbers of planning applications will need to be re-examined, leading to increased workloads, and the need to consider holding more frequent Planning Committee meetings, for a period of time, in the near future.
- 2.17 The number of empty homes brought back into use (PA_029) is at red status – this measure relates to homes that are brought back into use through negotiation and direct contact by the Council. A partnership with City of York Council to tackle long-term empty properties has to date resulted in improved knowledge base of those properties that have been empty for a significant period of time, and those in a poor condition that have a detrimental effect on the neighbourhood, as well as those that have now come back into use. This knowledge will help target plans for direct intervention over the remainder of the year. A companion indicator is to be developed to monitor the % change in the levels of empty properties in the district.
- 2.18 Council tax debt recovered (PA_019) is at amber status – due to movement of the client base and residents choosing to extend the period of months that they pay over from 10 to 12, and the subsequent impact on the window of opportunity to recover debt within this financial year. This shortfall is anticipated to be resolved over the first 2 months of the next financial year.
- 2.19 Environmental Health premises/clients achieving standards (PA_026) is at amber status – additional resources have been deployed to cover inspections for 2 out of the 9 indicators within this measure that are not at green status. Some inspections have also been impacted by recent flooding.
- 2.20 Service demand upon Environmental Health has been exceptionally high due to the impact of increased and more complex major planning consultations (evidenced by increasing planning fees), the current local air quality management project in Selby (which was considered by Executive in February 2016), the multi-agency civil emergency response to the Great Heck fire and the flooding civil emergency over the Christmas period, which impacted upon our organisation more widely than just environmental health and with recovery work on-going. With regard to Great Heck, the objectives of

the multi-agency plan to remove waste from the site and extinguish the fire by Christmas was successfully completed and further work has now been completed (as of 31st January 2016) to ensure the site is in a safe condition to the satisfaction of all partners, with responsibility now passing back to the landowner with subsequent lead regulation by the Environment Agency and support of other relevant partners (the Council and North Yorkshire Fire Service).

- 2.21 Mitigation of the resource impact includes additional resource in environmental health and partnership arrangements with North Yorkshire County Council, in respect of emergency planning and continuous review of resources.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 There are no specific legal issues to consider

Financial Issues

- 3.2 Financial – Delivery of Corporate Plan priorities is reflected in the emerging Budget.

Impact Assessment

- 3.3 An Equality, Diversity and Community Impact Assessment screening report has been undertaken on the Corporate Plan and its priorities – and due regard has been given.

4. Conclusion

- 4.1 This report updates the Executive on progress made to date in the delivery of key projects and KPIs for Quarter 3 of 2015/16.

5. Background Documents

Selby District Corporate Plan 2015-2020

Contact Officer:

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Commissioning and Performance Officer
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Appendices:

Appendix 1 – Selby District Corporate Plan delivery report – Quarter 3

Appendix 2 – Key Performance Indicator report – Quarter 3

Selby District Corporate Plan Delivery Report – April 2015 – December 2015 (Quarter 3)










Action Status	
	Cancelled
	Overdue – Passed completion date
	Check Progress – Milestone missed
	In Progress – On track
	Completed

Delivering Priority 1 - To Do Business

Report Author: Chris Smith
Generated on: 26 January 2016


Securing new investment in the district

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
CORP_Proj_009	Supporting Improvements to Infrastructure	Keith Dawson	31-Mar-2017		<input type="text" value="0%"/>	Olympia Park Project: Project due to start when Phase 1 commences on site
PFG_Proj_003	Selby District USP Project	Rose Norris	31-Mar-2016		<input type="text" value="26%"/>	The USP co-ordination work continues to make links across to work being undertaken with the LEPs, Welcome to Yorkshire - with the Tour de Yorkshire coming through the district twice in


Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
						April- and also with local partnerships such as Selby Town Enterprise Partnership. The overall delivery of the project is being considered as part of the wider review of economic development and the wider proposed approach to growth.
PFG_Prog_004	Growing Enterprise Programme	Rose Norris	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 35%; position: absolute; left: 0;"></div>35%</div>	The Enterprise Cafe programme is currently being evaluated with a future support programme being commissioned from April 2016 onwards. The SME Growth Advisor service has been showcased at a number of business events in January and is now providing support to businesses across the district. Proposals for a market incubator retail scheme are being taken forward with Selby Town Council. Mapping work on incubation unit provision for non-retail businesses is currently being undertaken to inform plans for future provision.
PFG_Prog_006	Green Infrastructure - Commissioning Phase	Keith Dawson	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 50%; position: absolute; left: 0;"></div>50%</div>	Consultants commissioned to do a Green Infrastructure study with the work used to inform site assessments.
PFG_Proj_007	Economic Development	Keith Dawson	31-May-2016		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 66%; position: absolute; left: 0;"></div>66%</div>	Timeline extended to allow for consultation with partners
PFG_Proj_009	Development Fund Project	Keith Dawson	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 40%; position: absolute; left: 0;"></div>40%</div>	Executive briefing was briefed on a managed framework for the Church Fenton airfield in October 2015. A consultant has been commissioned to begin this work which is being funded from the strategic sites development fund allocation in the Programme for Growth. It is proposed that the commission is carried out in three stages: Stage 1: Initial engagement Stage 2: Scoping Study Stage 3: Preparation of appropriate and agreed development management tool(s)
PFG_Proj_010	Green Energy Investment Project - Feasibility Study	Karen Iveson	31-Mar-2016		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 75%; position: absolute; left: 0;"></div>75%</div>	Government subsidies for both ground and roof mounted schemes have been significantly reduced meaning schemes are not viable at this

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
						current time. Work to secure a grid connection for a potential ground mounted scheme will be pursued and then the schemes will be deferred until 'grid parity' is reached.

Improving employment opportunities

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
PFG_Proj_005	Skills & Capacity Building Project	Rose Norris	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 22% </div>	Following discussion of an initial options paper, it has been agreed that this programme will be co-ordinated with the delivery of the Economic Development Strategy. In the meantime, a number of partnership/funding opportunities have been identified in relation to basic skills e.g. a basic skills project linked to a potential cycle hub project based in Selby Park and delivered in partnership with the Inspiring Healthy Lifestyles team and the Cycle Library project.

Working with education providers to support people in accessing training

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
PFG_Proj_008	Construction Skills Hub Project	Janette Barlow	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 50% </div>	A working group of key partners including developers, local college and schools, NYCC, Construction Training Board (CITB), Groundwork, Selby and District Housing Trust have been working on proposals to develop a construction skills, training and employment offer for Selby district that will maximise employment opportunities, provide skills and




Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
						training and raise awareness of the opportunities within the construction industry. The group have produced a Selby Construction Skills Prospectus to help engage potential investors and developers. This has been shared with the developer for the Olympia Park site who has confirmed their initial support. The next step will be to meet with the developer to seek firm commitment for the proposals and to work up an implementation plan.



Working with people and businesses to help Selby, Tadcaster and Sherburn reach their potential

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
PFG_Prog_002	Masterplanning for Towns Programme - Phase 1 Options	Keith Dawson	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 66% </div>	Report to be launched on website on 18/01/16


Delivering Priority 2 - To Enjoy Life





Improving the supply of housing

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
CORP_Prog_011	The Sites and Policies Local Plan (PLAN Selby)	Keith Dawson	31-Dec-2018		<div style="width: 28%;"><div style="background-color: #4F81BD; width: 100%; height: 100%;"></div></div> 28%	Analysis of initial consultation responses and evidence gathering in order to produce a further consultation paper (preferred options) for public consultation. NB This must include completion of work on the SHMA, Gypsy and Traveller Sites, Green Belt and Visioning for the 3 Towns in order to prepare a draft that will meet the legal and soundness tests at EIP.
CORP_Proj_005	HRA Affordable Homes Programme	Karen Iveson	27-Mar-2020		<div style="width: 5%;"><div style="background-color: #4F81BD; width: 100%; height: 100%;"></div></div> 5%	Phase 1 planning applications have been submitted for Eggborough (1 and 2) and East Acres (Byram). The Byram application is due to go to Planning Committee in January 2016. The target number of units for this phase (13) will be exceeded by 2. The completion of the preparation stage of this phase is expected to be delayed by one week. Phase 2 outline business cases for all sites have been approved by the Council's Executive - on time.
CORP_Proj_010	Empty Homes Plan	Rose Norris	31-Mar-2016		<div style="width: 66%;"><div style="background-color: #4F81BD; width: 100%; height: 100%;"></div></div> 66%	This measure relates to homes that are brought back into use through negotiation and direct contact by the council. A partnership with City of York Council to tackle long-term empty properties has to date resulted in improved knowledge base of those properties that have been empty for a significant period of time, and those in a poor condition that have a detrimental effect on the neighbourhood, as well as those that have now come back into

						use. This knowledge will help target plans for direct intervention over the remainder of the year. Data cleansing has reduced the number of potential empty homes by 66. The annual target will report in quarter 4.
PFG_Proj_011	Selby & District Housing Trust Affordable Homes Programme	Karen Iveson	27-Mar-2020		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px;">10%</div>	Phase 1 - Riccall - the land transfer is now expected to take place towards the end of September 2016. The actual date will depend on the procurement route taken. This is potentially a six-month delay Phase 2 - Offers have been sent to SDHT following approval at the Council's Executive. No response has been received as yet. This shows a delay of one month.
CORP_Proj_008	Developer Engagement to increase housing supply	Keith Dawson	31-Mar-2016		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px;">100%</div>	5 year land supply confirmed by Executive in December 2015

Improving healthy life choices

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
CORP_Prog_006	Healthy Lifestyles & Weight Management	Jonathan Lund	29-Mar-2018		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px;">66%</div>	<p>CPP – Healthy lifestyles and weight management</p> <p>The lifestyle weight management programme (Move it Lose it) supports overweight and obese adults to lose weight and sustain their weight loss at a level that is below a BMI of 25. The targets this year were for 532 people to complete the scheme over a 12 week period. The original annual target was achieved in September 2015 (16 weeks into the start of the project). A revised target was then agreed, together with an updated payments mechanism.</p> <p>New Targets to be reached by May 2016 are 870 completers (422 achieved by Dec 2015); 521 losing 3% of body weight (258 achieved by Dec 2015); 156 losing 5% of body weight at 6</p>

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
						months (53 achieved by Dec 2016) Move it Lose it continues to be promoted using a variety of communications methods.
CORP_Proj_007	Influencing Fast Food Outlets Project	Jonathan Lund	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;">0%</div>	Discussions with policy Team show that scoping report can be produced during February to outline the potential for evidence based policies to influence the location of fast food outlets
PFG_Prog_016	Selby Leisure Village Programme	Jonathan Lund	29-May-2016		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;"><div style="background-color: #4F81BD; width: 62%;"></div>62%</div>	Construction works on schedule, proposed name agreed "summit indoor adventure" internal fit-out designs agreed and now underway
PFG_Proj_012	Healthy Living - Concept Fund	Jonathan Lund	29-Mar-2019		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;"><div style="background-color: #4F81BD; width: 33%;"></div>33%</div>	Year 1 funding allocated. P4G – Healthy Living Concept Fund The extended Active Healthy Schools programme is addressing Primary School children with the highest levels of overweight and obesity. The programme delivers a whole school healthy lifestyle service, that has targets in this year to engage with 500 children, offering the project to all schools in the district, delivering to Yr1 and Yr4 children – building capacity within schools and including families in the activities. Up to Q3 the Active Healthy Schools programme has been delivered to 18 schools and engaged 964 children in years 1 and 4. 26 after schools clubs have been developed and delivered engaging with 452 children. 10 Holiday schemes have been delivered. 7 Schools have booked extra sessions at Selby Leisure Centre for PE or taster sessions in addition to existing activities like curriculum swimming lessons.
PFG_Proj_013	Selby Skate Park	Jonathan Lund	01-Jun-2016		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;"><div style="background-color: #4F81BD; width: 25%;"></div>25%</div>	Proposals to via funding from Leisure Village to Skate Park to be considered by Executive on 4 February 2016 that will then enable procurement to be confirmed

Delivering Priority 3 - To Make a Difference








Empowering and involving people in decisions about their area and their services

Enabling people to get involved, volunteer and contribute to delivering services locally

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
BETT_3.1	Strong communities (Community Navigators)	Rose Norris	29-Mar-2018			Visit made to look at the model used in Cambridge. Opportunities identified, including commissioning a local third sector partner to recruit and train volunteers for this role. Immediate next steps is to achieve sign off for the project brief and to develop the Volunteer Role(s), which will in turn inform commissioning opportunities.

Facilitating people to access and use alternative service delivery channels

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
BETT_3.2	Community Hubs/Networks	Rose Norris	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">10%</div>	Local community groups identified to take on management of Tadcaster and Sherburn Library. They are currently deciding on what their status should be, i.e. CIC, Registered Charity.
BETT_3.3	Targeting 'intelligent' services to customers (Shared BI)	Rose Norris	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">18%</div>	Recruitment into a Business Intelligence Role is now complete. Report into BI Governance is due at the end of January. Results of this report will inform the next steps.
BETT_3.4	Digital empowerment	Rose Norris	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">18%</div>	Development of the portal is still at early stages. The Better Together Customer & Communities Programme will continue to work together to inform more detailed requirements.
BETT_3.6	Customer Focus	Rose Norris	31-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">0%</div>	Staff working group set up and meets early February. First task will be to look at developing a Customer Charter followed by a review of the customer satisfaction survey process.
SS_1516CUSNEW07	Customer Strategy Delivery	Rose Norris	31-Mar-2016		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">66%</div>	Analysis of cut of previous CRM data has been commissioned from NYCC. Outputs from this will inform the priorities going forward. Opportunities will be taken forward as part of the Better Together Customer & Communities Programme, Customer Focus Project. This Project will be shown as complete once CRM analysis is received from NYCC.

Delivering Priority 4 - Delivering Great Value



Working with others and co-developing the way in which services are delivered

Commissioning those best placed to deliver services on our behalf

Making sure we communicate well with customers to help us understand what matters, to listen and learn and to enable us to offer the right support

Helping people to access services digitally

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
CORP_Proj_012	Commissioning Partnerships	Jonathan Lund	31-Mar-2017		<div style="border: 1px solid black; width: 100px; height: 20px; position: relative;"> 34% </div>	<p>Revs & Bens update: Companies short listed from PQQ, but not yet announced or invited to ISOS dialogue as awaiting for ISOS documentation to be prepared</p> <ul style="list-style-type: none"> - Project documentation completed - Brief, Business case, PID, Action list, Issues list, Risk register PIM, PQQ and OEJU notice drafted - await sign off - Pre procurement market test calls made and paperwork amended from feedback with Capita, Civica, Meritec, Northgate - R&B Team informed of project commencement <p>Met with service areas and impacts across areas discussed</p>

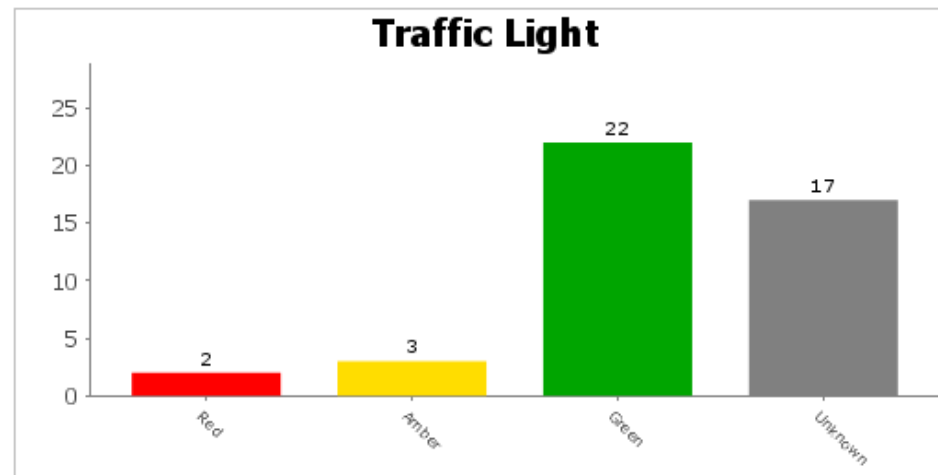
Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
CORP_Proj_013	Savings Strategy & Action Plan	Karen Iveson	29-Mar-2018			<p>To 31 December £414k is forecast against a target of £919k for 2015/16, although a further £205k is in progress. Additional income generation and in-year underspends are mitigating the shortfall but planned savings must be delivered or alternatives identified, to achieve the overall target by March 2018. The HRA savings plan has exceeded target by £79k.</p>

Access Selby 3rd Interim Key Performance Indicator Report: April 2015 – December 2015



Report Type: PIs Report
Report Author: Chris Smith
Generated on: 2 February 2016

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				



Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
PA_001	Average time taken to re-let General Need Housing	Aim to Minimise	24 days	22.7 days	↑		🟢		There were 8 general needs properties re-let in December 2015 and the time taken to re-let them averaged at 14 days. This compares to 6 properties in December 2014 in 28 days. The December results have reduced the current year to date figure again and it now stands at 22.7 days for general needs. The number of re-lets in December is usually lower than during other times in the year due to the Christmas break therefore the results have put us into a good position going into Qtr 4. In 2014/15 the year to date result was 24.1 for general needs
PA_002	Average time taken to re-let Sheltered Need Housing	Aim to Minimise	28 days	24.7 days	↓		🟢		There were 5 sheltered properties re-let in December 2015 and the time taken to re-let them averaged at 33.6 days which is outside of the target of 28 days. This compares to 7 properties in December 2014 in 25 days. Overall the year to date figure remains at 24.7 days for all properties.
PA_003	Revenue from occupied commercial units	Aim to Maximise	£76,000.00	£109,000	↑		🟢		£109,000 received to date. The target will be significantly reduced in 2016/17 to reflect the sale of two industrial units at Sherburn.
PA_004.1	% of repairs to council-owned properties completed within agreed timescales (EMERGENCY/URGENT REPAIRS combined)	Aim to Maximise	97.00%	98.95%	↓	↓	🟢	99.44%	Trades team now up to full complement which has allowed performance to be maintained with less reliance on sub-contractors. This has resulted in reduced spend on the sub-contractor budget for day to day repairs. This has in turn enabled increased spend on the disabled adaptation which has seen a significant increase in demand



Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
PA_005	Increase in the number of major applications presented to committee within time	Aim to Maximise	65.00%	92.31%	↑		🟢		<p>No major applications were presented to Planning Committee in December 2015. This was in part due to the need to formulate a corporate policy position in respect of the declaration of the 5 year land supply.</p> <p>During the Quarter a total of 26 major applications were determined of which 20 were made subject to performance agreements, extensions of time or were subject to EIAs. Of the remaining 6 majors, 2 were determined in time giving an overall performance of 50%. This is of concern given that this is threshold for designation.</p> <p>However it is also anticipated that a significant disruption of the service will arise due to the introduction of CIL and the need to agree a corporate policy position following the declaration of a 5 year land supply.</p> <p>An increase in appeals and subsequent workloads is also expected in the new year arising from the declaration of the 5 year housing land supply and the response from applicants who have applications in the system.</p>
PA_006	Increase in the number of planning performance agreements delivered	Aim to Maximise	Year on year increase	0	▬	▬	🔴		<p>No agreements signed in quarter 3. It is considered that the value in measuring this indicator should be reviewed, as the offer of fee-paid Planning Performance Agreements with the Council is not currently being taken up by applicants and developers, given the guaranteed timeframes for decisions on major applications (or penalty for the authority)</p>


Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
									that the Government has now put in place.
PA_007	Increase in the number of planning applications supported through the planning surgery service	Aim to Maximise	297	291	↓		⚠		The use of the service tailed off towards the end of the quarter. This may reflect seasonal demand when customers are considering the Christmas period rather than focussing on home improvements. This reflects the trend experienced in the previous year.
PA_008	Growth in developer satisfaction with the relationship with the planning service	Aim to Maximise	Increase in positive feedback from the biennial agent meetings						Next Agents forum is due to be held in February/March to discuss the impact of the introduction of CIL
PA_010	Increase in Council Tax base	Aim to Maximise	29,727	30,085.83	↓	↑	✅	29,248.87	Number of dwellings has increased by 40 this month due to new properties being added into the Valuation List. However there has been an increase of 125 properties empty for less than 6 months receiving discounts, which means that after adjusting for discounts and exemptions the CT Base has reduced by 28 Band D Equivalent.
PA_011	Increase in Business Rates Retention	Aim to Maximise	£2,250,194	£7,420,122	▬	↑	✅	£2,379,497.64	As we are in the Safety Net the only change in value now would come from any new renewables properties being added, such as windmills, photovoltaic cell arrays or biomass units. Although we have a couple of small developments waiting to be given an RV by VOA there has been no change in value this month.




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PA_012	Time taken to process Housing Benefit new claims and change event	Aim to Minimise	7.00 days	5.17 days	↑	↑	🟢	8.20 days	For Q3 benchmarking of the 13 NY & Humber LAs we were 2nd on this measure (NI181) at 4.73, compared with 4.23 for ERYC (1st) and 6.65 for Hambleton (3rd) and a regional average of 10.37 days. Out of 5 performance measures benchmarked (HB New / HB Changes / NI181 / CTS New / CTS Changes) we were 2nd in 4 of them and 4th on CTS New which was still ahead of the average. The full benchmarking details are shown in Documents. DWP report that the JSA register has dropped by a quarter in the last year. All LAs are seeing a decline in caseload and demand. Selby's caseload has dropped by 4.3% since April; with the number of new claims down by 12.1% and changes by 7.5%.
PA_013	Net cost to local taxpayers has reduced (Benefits & Taxation)	Aim to Maximise	£7.77						This will be reported in Quarter 4
PA_014	Increase the number of contacts dealt with 'right first time'	Aim to Maximise	3.6%						Discussions on-going with NYCC to resolve the reporting functionality in the Lagan CRM. This will enable us to extract customer contact data in Quarter 4
PA_015	Increase the % of customers who are seen by the agreed customer standard	Aim to Maximise	60.00%						This is subject to the adoption of the emerging Customer Strategy. Work has commenced to review customer service standards
PA_016	The average wait time before a customer is seen by an advisor.	Aim to Minimise	10.00 min	7.22 min	↓	↑	🟢	10.00 min	Face to face response performance continues to be strong. We received 1505 face to face customers during December 2015 (compared to 1526 in December

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									2014). The average customer wait time before being seen by an advisor was 6 mins (the same as in December 2014). To date in 2015/16 we have received 15,641 face to face customers compared to 16,987 at the same time last year. The year to date average wait time is now 7 minutes 22 seconds (compared to 10 minutes at the same point last year). The current call forward software used at the Customer Contact Centre is not able to analyse the number of customers seen within the 10 minute target time. Any upgrade of software is costly and will need to be considered as part of the on-going Better Together Customer and Community project.
PA_017	The average wait time before a customer phone call is answered by an advisor	Aim to Minimise	2.00 min	1.60 min	↓	↑	🟢	2.15 min	Telephone response performance continues to be strong. In December 2015 we received 7680 calls with an average wait time of 38 seconds (compared to 8654 at an average wait of 57 seconds in December 2014). To date in 2015/16 we have received 80,733 customer phone calls compared to 92,191 at the same time last year. The year to date average phone wait time is 1 minutes 36 seconds (compared to 2 minutes 8 seconds at the same point last year). We have answered 70% of phone calls within the 2 minute average target time.
PA_018	Contact passed to the back office responded to in accordance with customer standards	Aim to Maximise	Target to be agreed when new customer standards are adopted						This is subject to the adoption of the emerging Customer Strategy & subsequent implementation plans
PA_019	% of Council Tax debt recovered	Aim to Maximise	87.25%	84.66%	↑	↓	🟡	85.83%	As at December 2015 the collection rate is 2.59% behind the profiled target – the equivalent of £1.2m. This largely the

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
									result of increasing movement in our client base as well as a growing number of 12 month instalment plans. Based on last years' experience the full collection rate is forecast at 97.2% a shortfall of 0.7% against target (equivalent to £330k). It is expected that this will be collected over April and May 2016.
PA_020	% of Council Rent debt recovered	Aim to Maximise	97.03%	97.51%	↑	↑	🟢	96.58%	Collection is running slightly higher than this time last year by 0.93% & is 0.48% above target which equates to £46k in monetary terms. We are starting to see the first few customers going onto Universal Credit & have been advised there is a delay with DWP processing their claims so we will monitor these cases closely & ensure customers are given the necessary advice & assistance
PA_021	Percentage of Non-domestic Rate debt recovered	Aim to Maximise	82.08%	82.23%	↑	↓	🟢	83.32%	We continue to be slightly ahead of target by 0.15% (£68.3k)
PA_022	% of satisfied customers	Aim to Maximise	85.00%	99.31%	↑	↑	🟢	98.89%	A total of 2616 satisfaction surveys have been completed for the period 1 April 2015 to 31 December 2015 with 2598 customers satisfied with the service received across the range of customer facing business areas. This is based on the existing customer pledge. Subsequently customer satisfaction will be developed in tandem with the emerging customer Strategy.

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PA_023	High levels of Client / Partner Satisfaction are achieved	Aim to Maximise	86.00%	100.00%	▬				From the surveys received to date, 100% of staff was satisfied with the service received. Work is on-going to ensure that all service areas are measured.
PA_024	Reduce levels of contact	Aim to Minimise	5.00%						Discussions on-going with NYCC to resolve the reporting functionality in the Lagan CRM. This will enable us to extract customer contact data in Quarter 4.
PA_025	Housing Development Strategy targets and milestones delivered	Aim to Maximise	Year 1 Start 5 units Completions 2 units						Phase 1 planning applications submitted - Byram site to committee on 06/01/2016. Eggborough sites held up by highways queries which were not raised at pre-app consultation. Hoping for committee date in February 2016. Outline Business cases for phase 2 all approved by October Executive
PA_026	Maintain the % of premises/clients achieving standards.	Aim to Maximise	89.00%	78.00%	▬				At present 7 out of the 9 management indicators i.e. 78% are showing green. The 2 management indicators failing to show a green status involve work associated with the inspection of permitted installations and food businesses with a risk rating of 'C'. Both these areas had been identified as requiring action and already additional resource has been deployed to cover this work and it is anticipated that the shortfalls will continue to reduce and all outstanding work will be undertaken by the year end. In addition it has not been possible to inspect certain businesses affected by the recent flooding and we have also been sympathetic to other

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									businesses in Tadcaster.
PA_027	Delivery of the Streetscene contract	Aim to Maximise	95.00%	100.00%	▬				<p>The contract commenced in October 2009 for a period of 7.5 years, saving £700,000 per annum, further efficiencies of £30,000 per annum have been implemented since 2013 without impacting on performance. During the same period the resources employed have accommodated domestic property growth of 3,000, additional grounds maintenance sites and a growing commercial waste business generating additional revenue to the Council. Annually performance measures and targets are reviewed and since contract commencement the targets have increased year on year and the contractor continues to achieve against the targets set.</p> <p>Since the banking crisis in 2008 world commodity markets have fluctuated but have shown a steady decline in the demand for recycled materials with an associated decline in the market price. Income reductions to date have been cross subsidised from recycling credit income attributable to increases in green waste tonnage. Income forecasts continue to be reviewed on a quarterly basis to ensure accurate forecasts, a recent increase in the tonnage rate for paper has seen the income per tonne rise to £39 from £16. Although the rate remains much lower than the market high of £102 per tonne. The rate for paper has a</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
									disproportionate effect on income levels due to it being the highest proportion of recycled material.
PA_028	Delivery of the Leisure Management contract	Aim to Maximise	95.00%						<p>The Sports Development Team have secured additional funding from external bodies such as North Yorkshire Public Health, Marie Curie and North Yorkshire Police to provide outreach work over and above that provided from Council funding to improve health and wellbeing of residents in the District.</p> <p>The opening of the new Selby Leisure Centre has resulted in an obvious increase in participation in sporting activity across the District. The service continues to perform well with indicators relating to overall leisure centre usage, visits to Selby and Tadcaster Leisure Centre and the numbers of users participating in 3 or more sessions a week all on target and improving from Q1 to Q3. A new manager for the leisure service and leisure village has recently been appointed and the handover process is underway. WLCT have rebranded to "Inspiring Healthy Lifestyles" and are currently implementing brand changes to signage, uniforms etc.</p>
PA_029	The number of empty properties brought back into habitable use	Aim to Maximise	Year 1 = 12 Quarterly profile = 6	0					This measure relates to homes that are brought back into use through negotiation and direct contact by the council. A partnership with City of York Council to tackle long-term empty properties has to

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									date resulted in improved knowledge base of those properties that have been empty for a significant period of time, and those in a poor condition that have a detrimental effect on the neighbourhood, as well as those that have now come back into use. This knowledge will help target plans for direct intervention over the remainder of the year. Data cleansing has reduced the number of potential empty homes by 66. The annual target will report in quarter 4.
PA_030	Business Development - Projects delivered to programme milestones	Aim to Maximise	80.00%	82.00%	▬		🟢		<p>9 of the 11 projects are on target. Two projects are amber due to slippage earlier in the year. These projects and now progressing well.</p> <p>Commercialisation Programme - Lifeline Phase 2 – New Friends and Family has now launched and Healthcare Providers and Private Care Groups have been contacted to increase referrals and potential customers contacted. Option Appraisal for the future delivery of the service is being developed for report to Executive</p> <p>Commercialisation - Repairs and maintenance – The service has commenced trading joinery and electrical services are available to paying customers. The service is generating enquiries, has successfully secured work and has reduced demand through channel shift.</p> <p>Commercialisation – introducing commercial principles throughout the organisation – The review of the Corporate Charging Policy has commenced.</p>

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									<p>Benefits for this period Selby has a new website which has seen an increase in visitors to the site in-conjunction with channel shift / a decrease in phone contacts</p> <p>The new Customer Relationship Management System Phase 1 went live in July and the new system is operating successfully and was nominated and shortlisted for the ENEA customer awards. Proposals for CRM Phase 2 including the development of electronic payments is progressing. This is expected to enable customers to book and pay for a service electronically and collect payments more efficiently.</p> <p>The new 'Friends and Family' Lifeline Service has launched and service user numbers have stabilised.</p> <p>The service review of Asset Management has commenced. Proposals for the Safer Selby Hub project development with the Police Partnership are progressing to achieve integrated partnership working.</p>
PA_031	Business Support - Delivery of SLA milestones and target - in accordance with commissioning document or SLA with the Core	Aim to Maximise	90.00%	100.00%	▬	▬	🟢		This indicator reflects performance across a basket of indicators for Business Support in key areas. Measures include performance on Licensing, Finance Support, Payment of Invoices, Industrial Unit management and overall satisfaction with the quality of support provided. The team Improvement Plan will influence areas to be measured for the new financial year to ensure we measure useful areas of work to encourage improvement.
PA_032	% of Sundry Debt recovered	Aim to Maximise	79.13%	87.99%	⬆️	⬆️	🟢		Collection is progressing well and still ahead of target this month. We have

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									started to liaise with other internal departments and will shortly be preparing year end timetable for bulk invoicing for 2016-17. Work continues to promote collection by DD where appropriate and we are working closely with the Contracts team to promote electronic invoicing for bulk waste customers
PA_033	ICT Strategy targets and milestones achieved	Aim to Maximise	80.00%	80.00%	▬	↑	🟢	73.00%	<p>At the end of Quarter 3 a total of 14 projects had commenced since April 2015. 4 projects have been deferred to later in the year whilst 8 of the 10 projects remaining are on target to achieve the proposed start date.</p> <p>2 projects have currently slipped: CIL Implementation Project</p> <p>Configuration of the new software has taken place with TESTING due to commence. GO LIVE date was 04/01/16 but following rigorous testing this will now take place in w/c 11/01/16.</p> <p>Planning / Environmental Health software migration Project: Project delayed due to data cleansing 12,000 addresses before migrating the database. This work has commenced and will be completed in December 2015. TEST migration of data to take place in w/c 04/01/16 with the intended GO LIVE in April 2016.</p> <p>Benefits for this period Street Naming & Numbering have generated =£22k in fees and charges Year to Date. This is above the set profiled target by £8k Robust Mapping software has been introduced to remove previously unsupported software within the Planning</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
									business unit Work continues in projects associated with Electronic Payments, Intranet development whilst new projects on Annual Billing, Planning upgrades and Contaminated Land software have been created All current software applications remain supported and up to date throughout Quarter 3.
PA_034	Reduction in successful challenges to decisions	Aim to Minimise	0	0	▬	▬	🟢		No challenges made in Q3
PA_035	Marketing/ Communications projects delivered to programme milestones	Aim to Maximise	80.00%	91.00%	↑		🟢		The overall number of projects at any given time fluctuates to meet changing demands of the business. Q1 to Q3 there have been 35 live projects, with the following performance taken as a snapshot at the end of Q3. Of the 35... <ul style="list-style-type: none"> • Projects completed Q1 to Q3: 19 • Uncompleted projects showing green at the end of Q3: 13 • Uncompleted projects showing amber at the end of Q3: 3 This gives an overall percentage of 91%. In addition, we have also dedicated a significant amount of communications resource to support the emergency planning response to the Great Heck waste site incident. Key headlines from Q3:

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									<p><u>A great place to do business</u> Delivery of the Tour de Yorkshire exhibition and business event.</p> <p><u>A great place to enjoy life</u> Supporting NHS and public health colleagues to disseminate key health information, including using the Council's channels of communication to deliver a 'winter health' campaign.</p> <p><u>Supported by delivering great value</u> Since May 2015, the marketing campaign to support the Lifeline service has supported a growth in self-funded customers by 89, which has generated c. £30,544: against the £1,052 spent this is a return on investment of £29.03 per £1 spent.</p>
PA_036	Demonstrate improved value for money in an Annual Value for Money statement	Aim to Maximise	3% productivity target year on year						Will be reported in Quarter 4
PA_037	Enforcement - Work plan to be developed and delivered	Aim to Maximise	Work plan to be developed and delivered by November 2015						The work plan is to be based on the new enforcement policy. Consultation on the policy has just finished and it has been to Policy Review Committee in January. It is due back at Executive on 3 March 2016.
PA_038	Asset management strategy targets and milestones delivered	Aim to Maximise	New Asset Management Strategy approved Dec						The current Asset Management review was completed and approved at Executive in November 2015.
PA_039	OD strategy targets & milestones delivered	Aim to Maximise	Targets specified within the work plan to be confirmed						A draft Organisational Development Strategy has been considered by CMT. In formulating the Strategy we have considered the skills, behaviours and support infrastructure needed to deliver our priorities. We have also taken into

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
			once the strategy has been agreed						account staff feedback. A working group has been set up and a detailed work programme is in place and will take into account any learning from the Organisational Review work currently being undertaken. Key stakeholders will be kept informed of progress accordingly.
PA_040	Policy work commissioning arrangements in place		Targets to be confirmed						As part of a broader commission to produce an Economic Development Strategy, and make recommendations as to the delivery of a future Economic Development Service, East Riding of Yorkshire Council presented a detailed economic evidence base to the Executive in November 2015. The evidence base will form the basis of the Selby District Economic Development Strategy, and used a range of data sources, consultation with local businesses and partner discussions to provide a detailed 'snapshot' of how the District's economy currently functions. Feedback was provided by the Executive, and the evidence base was formally consulted on with SDC staff and key partners. Building on this, work is now on-going to produce a first draft Strategy for presentation to the Executive in approx. March 2016.
PA_041	Policy work programme agreed and targets / milestones set		Targets to be confirmed						Work programmes for the Corporate Policy and Housing Policy teams have been produced and are regularly monitored at a managerial level. Key milestones include the adoption of a revised Enforcement Policy, a new Corporate Charging Policy. A Car Parks Strategy and an Affordable Homes Delivery Plan.

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2015/2016	Latest Note
PA_042a	Delivery of Housing Revenue Account Business Plan	Aim to Maximise	Targets specified within the strategies						Improvements to the Council's housing stock (including kitchen replacement, heating, windows and doors and electrical rewires) are in progress and when complete will have a positive impact on the quality of life for our tenants and satisfaction with the repairs service remains high; milestones in the Council's housing development programme are on track with 2 new affordable homes scheduled for completion this year and a further 5 new builds due to commence; tenant engagement is on-going and although we have yet to see an increase in participation numbers; environmental improvements have been made with 50% of garage clearance completed and work to the gardens at Laurie Backhouse Court has been completed.
PA_042b	Delivery of Empty Homes Strategy	Aim to Maximise	Targets specified within the strategies						Links to PA_029 The year 1 target is 12 empty properties brought back into use. The audit results so far have identified 66 properties previously thought to be empty are now occupied. However the target relates to properties brought back into use as a direct result of intervention by the council and it is currently unclear how many properties will fall into this category. More specific work with empty property owners will commence in the 4th quarter. The annual target will report in quarter 4.
PA_042c	Delivery of Homelessness Strategy	Aim to Maximise	Targets specified within the strategies						Draft action plan has been completed by the working group and is awaiting approval to sign off by end of February
PA_043	Maintain accreditation (Lexel)	Aim to Maximise	Accreditation awarded						This will be reported in Quarter 4

Selby District Council

REPORT

Reference: E/15/53

Item 5 - Public



To: The Executive
Date: 3 March 2016
Status: Non Key Decision
Report Published: 24 February 2016
Author: Tom Ridley Policy Officer
Executive Member: Leader of the Council - Cllr. Mark Crane
Lead Officer: Keith Dawson, Director of Community Services

Title: Designation of Selby Town Neighbourhood Area

Summary:

The Localism Act 2011 gives local communities the power to prepare their own neighbourhood plans which will allow local communities to have more of a say about local planning priorities.

The first stage in the preparation of a neighbourhood plan is the designation of a 'neighbourhood area'. Selby Town Council (STC) as a relevant body has applied to Selby District Council (SDC), to designate the whole parish area of Selby as a Neighbourhood Area under the Neighbourhood Planning Regulations.

During the statutory public consultation, five responses were received, with only one raising a concern over the proposed boundary. This is discussed in detail later in the report.

Recommendations:

- i. **Approve the designation of Selby Town as a Neighbourhood Area for the purposes of the Neighbourhood Planning (General) Regulations 2012.**

Reasons for recommendation

1. in accordance with the relevant regulations and to enable the next stages of the development of a Selby Town Neighbourhood Plan to commence.

1. Introduction and background

- 1.1 The Localism Act 2011 devolves some planning powers to town and parish councils and neighbourhood forums. The first stage in the preparation of a neighbourhood plan is the designation of a neighbourhood area. This report is in regards to an application received by Selby Town Council for designation of such an area. If successful this will be the second designation after Appleton Roebuck and Acaster Selby, which was designated by the Executive in 2013.
- 1.2 Section 61G of the Town and Country Planning Act 1990 (added by the Localism Act) and the Neighbourhood Planning (General) Regulations 2012 (as amended) outline the Council's responsibilities for the designation of neighbourhood areas. For applications made for the designation of a neighbourhood area, the Council is required to publicise and to bring the application to the attention of people who live, work or carry on business in the area for which the application relates.

2. The Report

- 2.1 STC has applied to SDC, as a relevant body defined in the section 61G of the Town and Country Planning Act 1990, to designate the whole parish area of Selby as a neighbourhood area under the Neighbourhood Planning Regulations.
- 2.2 The Neighbourhood Area Application included a map which identifies the area to which the area application relates, a statement explaining why this area is considered appropriate to being designated as a neighbourhood area, and a statement that the body making the area application is a relevant body for the purposes of the legislation. This application with supporting plan is attached as Appendix 1 and complies with the Regulations.
- 2.3 The Act requires local authorities, when determining applications, 'to have regard to the desirability of designating the whole of the area of a parish council as a neighbourhood area, and the desirability of maintaining the existing boundaries of areas already designated as neighbourhood areas' (S61(G)(4)). Therefore, the presumption is that councils will designate neighbourhood areas based on existing parish and town council boundaries unless there is a valid planning reason not to do so. In this respect it is for the Council to ensure that neighbourhood areas are coherent, consistent and appropriate. As well as taking on board any comments received during consultation, other factors for the Council to consider include:
- Any natural or man-made features (such as rivers, roads, railway lines or canals);
 - Catchment areas for current or planned infrastructure;
 - Development proposals and allocations;
 - Environmental designations.

- 2.4 In line with the regulations the application was publicised in the Selby Times on the 14 January 2016. Notification emails were sent to parish councils, ward councillors and neighbouring planning authorities. Notices were on display in Selby Library, Tadcaster Library, Sherburn in Elmet Library and Barlby Library. Copies of the application were available to view at the Access Selby Contact Centre and Selby Town Council office. The neighbourhood area application was publicised on the Selby District Council website. The consultation ran until 11 February 2016 and five consultation responses were received (see Appendix 2). These included:
- one from Selby Town Council in support of the application;
 - one from East Riding of Yorkshire Council stating no comments;
 - one response in Support from a local resident;
 - a statement of no objection from Barlby and Osgodby Town Council
 - a response from North Yorkshire County Council
- 2.5 The response received from North Yorkshire County Council (NYCC) raised some infrastructure concerns. It questioned the appropriateness of the proposed neighbourhood area boundary, and whether it would be more effective in planning terms if it were more extensive. It was raised based upon the Adopted Selby Core Strategy, which refers to Selby as comprising “the contiguous urban area of Selby, which extends into parts of Barlby and Osgodby Parish and Brayton Parish”. NYCC therefore feel that in relation to Highways infrastructure, it is very likely that the impact on Local Highways junctions in Selby will result from development much wider than the parish boundary covers. NYCC therefore suggested that Selby Town Council should consider a multi-parish neighbourhood area with the surrounding parishes.
- 2.6 SDC is currently undertaking a Highways Assessment and possible new Traffic Model for the Selby Town area as part of the PLAN Selby work. This work will take into account the current and future infrastructure needs to accommodate growth as set out in PLAN Selby. This work will include infrastructure requirements which will come from the district and county councils and is not seen as an appropriate work stream for the town council or a neighbourhood plan. It is therefore considered that the issues raised by NYCC can be effectively addressed through the more strategic PLAN Selby work programmes than through the neighbourhood planning process.
- 2.7 The consultation response from NYCC states that given the above highways concerns it “suggests” STC should consider a multi-parish plan. SDC officers have discussed the issues with STC directly. STC do not consider the highways infrastructure concerns to be part of their proposed neighbourhood plan. STC do not wish to focus on allocating sites or highways infrastructure and do consider the proposed neighbourhood plan will impact on the highways work of SDC of NYCC. STC also state that they will work closely with the surrounding parishes, SDC and NYCC on any issues.

- 2.8 As part of the consultation no nearby parish councils have expressed an interest in widening the focus of the Selby neighbourhood area to include their parishes.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 As the Selby Town is a parish council and the neighbourhood area is for the whole of the Selby Parish area, in accordance with regulation 6A of the Neighbourhood Planning Regulations, the Council must determine the neighbourhood area application in eight weeks from the date of when the neighbourhood area application was first publicised. The Selby Town neighbourhood area application must be determined by the 11th of March 2016.

Financial Issues

- 3.2 The costs associated with Neighbourhood Area designation are those for advertising the Neighbourhood Area application in the local newspaper and officer time. However, there will be a larger financial consideration further down the preparation process in terms of SDC officer time.
- 3.3 Some funding to cover these costs is available from central government following the designation of a neighbourhood area.

4. Conclusion

- 4.1 The Act requires local authorities, when determining applications, 'to have regard to the desirability of designating the whole of the area of a parish council as a neighbourhood area, and the desirability of maintaining the existing boundaries of areas already designated as neighbourhood areas' (S61(G)(4)). Therefore, the presumption is that councils will designate neighbourhood areas based on existing parish and town council boundaries unless there is a valid planning reason not to do so. SDC officers have therefore taken into account the consultation response from NYCC but do not consider it to be a valid reason not to designate the neighbourhood area. It is considered that the submitted boundary of Selby Town Council is coherent, consistent and appropriate.
- 4.2 Following the 8 week statutory consultation it is recommended that Selby Parish area is designated as a Neighbourhood Area and the designation is publicised as prescribed in regulation 7 of the Neighbourhood Planning Regulations.
- 4.3 SDC will continue to work closely with STC on the neighbourhood plan and will encourage close working on any cross parish issues and with NYCC.

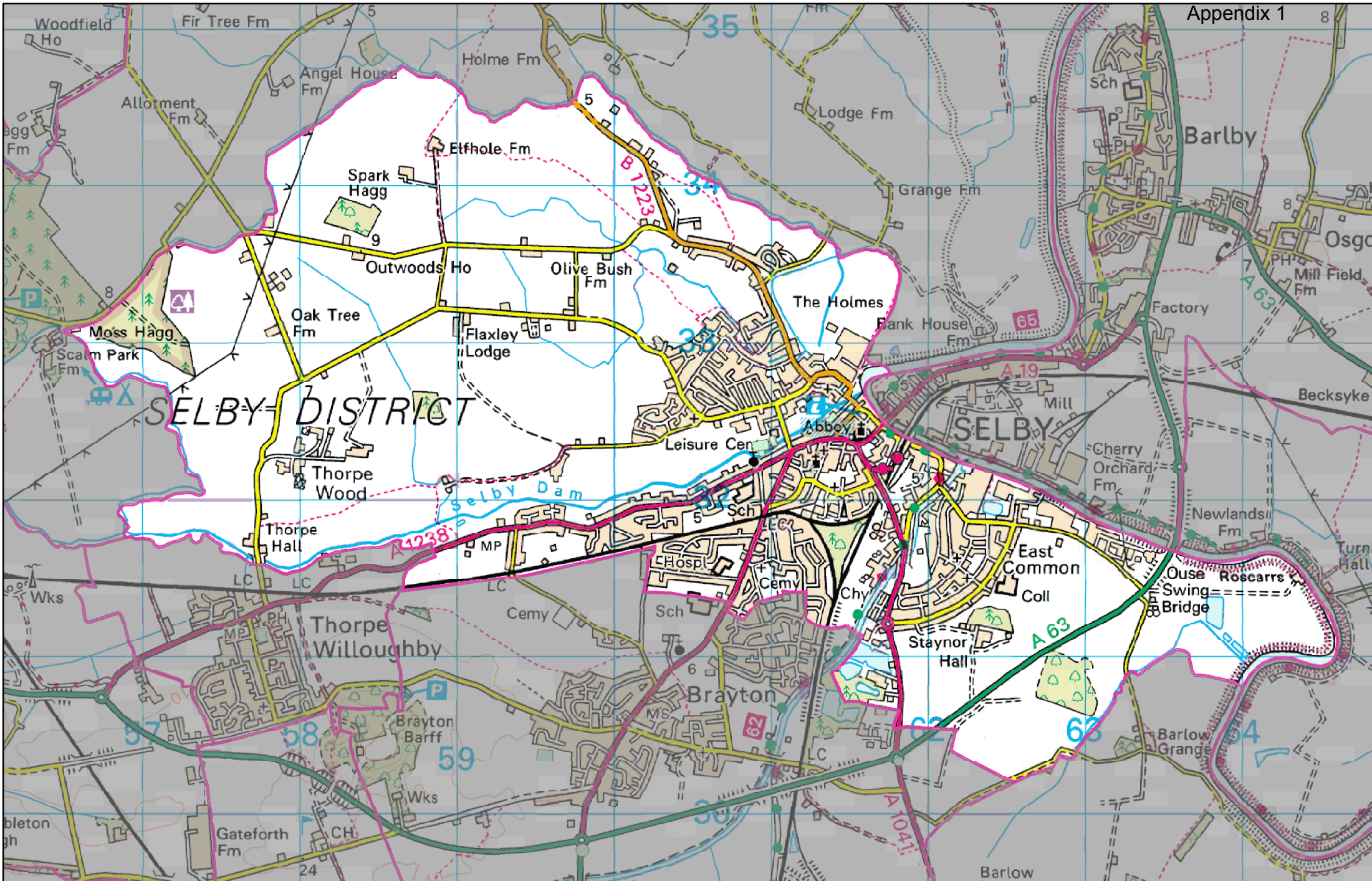
5. Background Documents

There are no background documents.

Contact Officer:

*Tom Ridley Policy Officer
Selby District Council
tridley@Selby.gov.uk*

Appendix 1: STC Application
Appendix 2: Consultation Responses



Selby Parish

1:30,000



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Your ref: Tel: 01609 532428
Our ref: Fax:
Contact: Rachel Wigginton Email: rachel.wigginton@northyorks.gov.uk
Date: 10 February 2016 Web: www.northyorks.gov.uk

Dear Majid

APPLICATION FOR DESIGNATION OF A NEIGHBOURHOOD AREA: SELBY TOWN

Thank you for giving North Yorkshire County Council the opportunity to comment on the application for designation of a Neighbourhood boundary for Selby Town. These comments are made as a corporate response of the County Council and include representations received from relevant service areas.

The County Council welcomes the positive involvement by the local community in planning for the future in Selby Town. The County Council is a major infrastructure provider in North Yorkshire and welcomes the opportunity to work with the Town Council as the Plan develops.

We have, however, some questions about the appropriateness of the proposed Neighbourhood Plan boundary and whether it would be more effective in planning terms if it were more extensive. National planning guidance requires applications for designation to include a statement explaining why the proposed neighbourhood area is an appropriate area and we question whether the Town Council's justification takes sufficient account of wider planning and infrastructure considerations in Selby. The guidance identifies a number of considerations when deciding the boundaries of a neighbourhood area, including following settlement boundaries and reflecting areas of planned expansion.

The adopted Selby Core Strategy Local Plan refers to Selby as comprising "the contiguous urban area of Selby which extends into parts of Barlby and Osgodby Parish and Brayton Parish". The boundary of this area is shown on Map 5 in the Core Strategy and is more extensive than the proposed neighbourhood area. National planning guidance provides for the option of a multi-parish neighbourhood area and it is suggested that the Town Council considers whether such an approach might be more effective in this particular case.

The following comments from the North Yorkshire Highway Authority would support a multi-parish approach:

Any infrastructure proposals will need to be developed in line with the Selby District Council's Local Plan (which will be reviewing the wider area in terms of transport impact) and Infrastructure Delivery Document. In relation to Highways infrastructure only, it is very likely that the impact on Local Highways junctions in Selby will result from development much wider than the parish boundaries. For this reason we would agree that a multi – parish neighbourhood plan should be considered.

We are happy to discuss the issues raised.

Yours sincerely

Rachel Wigginton
Senior Planning Officer

From: [REDACTED]
Sent: 16 January 2016 12:53
To: LDF
Subject: Selby Neighbourhood Area

I support the application, local objections and considerations have been ignored for too long, this may help redress the situation.

For instance, what happened to the shop front and signage policy in the town conservation area,? Largely and forgotten and ignored.

[REDACTED]
[REDACTED]
Selby
[REDACTED]

Dear LDF,

Thank you for the opportunity to consider the above application. After due consideration, the Town Council has no objections to the Neighbourhood Area application.

Regards

Dianne Dumbell

Council Manager

Barlby and Osgodby Town Council

Barlby and Osgodby Parish

Dear Majid,

Thank you for consulting East Riding of Yorkshire Council on the proposed Selby Town Council Neighbourhood Area. We have no comments to make on the application.

Kind regards,

Jessica

Jessica Hobson MRTPI

Planning Officer

Forward Planning

Corporate Strategy and Commissioning

East Riding of Yorkshire Council

Tel. 01482 391738

Selby District Council

REPORT

Reference: E/15/54

Item 6 - Public



To: The Executive
Date: 3 March 2016
Status: Non Key Decision
Report Published: 24 February 2016
Author: Simon Parkinson, Lead Officer: Community Support
Executive Member: Councillor Mark Crane
Lead Officer: Jonathan Lund, Deputy Chief Executive

Title: Syrian Refugee Resettlement Scheme in North Yorkshire

Summary:

To update councillors on the current position regarding the resettlement of Syrian Refugees in North Yorkshire and recommend adoption of a regional and sub-regional approach to supporting the delivery of the resettlement scheme in Selby district.

Recommendations:

That councillors:

- 1) Note the request from the Home Office to all Councils to support the Government's commitment to resettle 20,000 Syrian refugees in the United Kingdom over the next 5 years.
- 2) Agree to support a North Yorkshire wide resettlement scheme. This scheme will enable the resettlement of 200 Syrian refugees countywide over the next 5 years. This scheme forms part of a wider commitment being made by all Yorkshire Councils to support the resettlement of 1,500 Syrian refugees across the region.
- 3) Agree that the Council's commitment to this scheme shall be in the region of 26 people (estimated to be around 6 families). This figure is a pro-rata proportion of the wider North Yorkshire commitment.

- 4) Give authority to enter into a Memorandum of Understanding with North Yorkshire County Council and the other District Councils concerning this scheme.
- 5) Note that the key role of the Council within this scheme shall be facilitating the sourcing suitable accommodation, either in the private rented or social housing sector. Costs associated with this shall be paid for by Government through Vulnerable Persons Resettlement Grant (VPRG).
- 6) Give delegated authority to the Lead Officer - Community Support and the Lead Officer – Housing to work in partnership with NYCC and the other Districts to use Home Office VPRG to procure a specialist support provider along with other ancillary services that are necessary for the smooth resettlement of refugees. Note that NYCC shall be the accountable body for the receipt of this grant and the procurement of such services.
- 7) Give authority to enter into agreement with Migration Yorkshire to enable overall regional co-ordination and support.

Reasons for recommendation:

To ensure the necessary infrastructure is in place to support North Yorkshire’s commitment to deliver the Syrian Vulnerable Persons Relocation Scheme across the county.

2. Introduction and background

- 2.1 In September 2015, as part of the Syrian Vulnerable Persons Relocation Scheme, the Prime Minister announced that during the remainder of this parliament the UK will accept up to 20,000 Syrian refugees from refugee camps in countries neighbouring Syria.
- 2.2 The government will work with the UNHCR to identify who will enter the UK. This process will include security vetting by the UK Home Office. Those who are accepted will be granted a five year humanitarian protection visa before they enter the UK and have the same rights as UK citizens to education, employment, health care and public funds. Unaccompanied children will not be included in this first round of resettlement.
- 2.3 The Home Office pays a grant per person to local authorities accepting refugees under the resettlement programme. Grant funding is expected to cover the full costs of resettlement for each individual resettled. Levels of year 1 funding have been confirmed as £8520 per person:

	Adults	Children 5-18 years	Children 3-4 years	Children 0-3 years
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Local authority costs	£8,520	£8,520	£8,520	£8,520
Education	£0	£4,500	£2,250	£0

- 2.4 Local authority costs cover management of the scheme, housing, and cultural integration including English language provision. There is also an element included in the local authority costs for social care (in the region of £500). Additional grant funding is also being paid to cover educational costs and Special Educational Needs costs.
- 2.5 Other costs will be paid directly to the Department for Work and Pensions (DWP) for welfare benefits costs and to NHS England/Clinical Commissioning Groups for primary and secondary medical care costs.
- 2.6 The Home Office has confirmed that Year two to five funding will be allocated on a tariff basis over four years, tapering from £5,000 per person in year two to £1,000 per person in year five. This funding includes support for integration such as additional English language training as well as social care. The Home Office also intends to provide a special cases fund to provide additional support for the most vulnerable persons.

3.0 The Report

The Rollout of the North Yorkshire Scheme

- 3.1 Local Government North Yorkshire and York agreed in October 2015 that the seven North Yorkshire district councils and North Yorkshire County Council would work together in partnership to develop a joint response to the Government's requests regarding Syrian refugees. This also included carrying out a mapping exercise on what provision might realistically be provided and where.
- 3.2 Each local authority in North Yorkshire has identified the number of refugees that it could resettle based on housing capacity (social and private sector housing) and school places. The combined estimate overall is in the region of 200 individuals across the county. This figure equates to North Yorkshire's pro-rata contribution to the national scheme based on population size. This commitment contributes to a wider pledge being made by all Yorkshire Councils to support the resettlement of 1,500 refugees over the 5 year period.
- 3.3 The experience of local authorities already participating in the scheme in our region is that the support needs of refugees is intensive especially in the first few weeks and months of resettlement. The rapid deployment of a range of services is required locally in order to ensure that refugees are provided with the right level of support to allow them to successfully integrate into the community. This involves housing, social care, education, health services, the DWP, JobCentre Plus and police working closely together. This combined with the rural nature of our county means that we need to be realistic about where and how quickly we could resettle refugees in North Yorkshire.

- 3.4 A scattergun approach, whilst ensuring that each district would be seen to be resettling its 'fair share' of refugees, would make it difficult to co-ordinate support services and build sufficient capacity quickly enough. Placing refugees in some of our more sparsely populated areas, where appropriate services are not available close by and where they are less likely to be able to live near to other refugees, may also risk their isolation.
- 3.5 The proposed approach is therefore to initially pilot resettlement in one area of the county. Initially this would mean resettling a small number of families or individuals in a combined 'block' of three districts. It is proposed that in Year 1 (2016/17) the first area/s would be Craven, Harrogate and Selby districts. The rationale for this is their proximity to cultural facilities such as mosques and to other resettled Syrians in Leeds and Bradford. Such an approach shall make it easier to comprehensively manage the process and build up expertise and focus specialist resettlement services over a more manageable geographical area. A review of the process could then take place before additional refugees were resettled in other suitable parts of the county.
- 3.6 The council's contribution to the scheme will be through the sourcing of accommodation. This can either be provided through the Private Rented Sector or through Social Housing Provision. Accommodation must be suitable and affordable. Costs associated with the sourcing and provision of such accommodation, include elements such as:
- Void costs (to pay the rent during the period where a property is empty and earmarked for a family pending their arrival).
 - The payment of bonds/rent in advance (where private rented accommodation is used).
 - The provision of basic furniture (procured through existing NYCC framework agreements)
 - Small repairs/improvements (to cover any minor works needed to ensure the property is safe, e.g. smoke alarms)
- 3.7 It is anticipated that housing costs shall on average be in the region of £2500 per household. These costs shall be paid for through VPRG. In addition funds are to be put aside to pay for any one off extras, these could include the cost of adaptations where required.
- 3.8 It is understood that across North Yorkshire the approach to sourcing such accommodation varies, with some authorities committed to using Council housing or housing association stock, whilst others intend to use a mix of social housing and private rented accommodation.
- 3.9 In Selby it is our intention to source private rented accommodation in the first instance. When identified, this accommodation would be inspected by our officers to ensure it complied with basic standards. The Council is not however in a position to 'guarantee' to Government or the wider partnership that suitable private rented accommodation shall be readily available when required and will therefore also consider use of our own stock.

3.10 Governance Arrangements

A structure diagram of the proposed governance arrangements for co-ordinating and managing the resettlement process in North Yorkshire is attached in **Appendix A**.

3.11 In common with the arrangements already in place in other areas of the country, a programme board would be required to oversee the strategic arrangements for North Yorkshire's participation in the scheme. This would be at county level and would include housing officers from each of the district councils together with representatives of the County Council, primary and secondary care health services and the Police.

3.12 Some of the board's functions would be:

- To determine the suitable areas within North Yorkshire for the resettlement of Syrian refugees, considering the implications for housing, education, health and other public services;
- To ensure smooth arrangements are in place for the arrival of Syrian refugees;
- To oversee the development of appropriate integration support services for refugees;
- To consider issues relating to the support of the Syrian refugees that cannot be resolved at an operational level, and to make recommendations to the appropriate organisation;
- To agree a communications plan with key messages for the media, and how local groups and the general public can help; and
- To report on progress to Local Government York and North Yorkshire.

3.13 In relation to the day-to-day management of the process, existing frontline staff would need to form an operational group covering the area in which the resettlement took place. Its purpose would be to help co-ordinate the response of support services there. As a minimum, membership would need to include officers from housing, education and social care and the DWP including JobCentre Plus. In Year 2 an operational group in another area would be set up to undertake the process of resettlement there. The original operational group would then begin to wind down as refugees there became 'mainstreamed' into society. A Project Co-ordinator would lead delivery and chair the operational group(s).

3.14 The County Council is offering to provide in-house project management to co-ordinate the project overall, including employing the Project Co-ordinator, and to act as the accountable body.

3.15 Commissioning External Specialist Support

Some of the requirements of refugees will be complex and the intensive nature of the resettlement process means that existing frontline staff will require additional support from specialist organisations. Specialist integration support organisations already operate in other areas within Yorkshire and provide expertise to train staff, guide partners through the resettlement process and provide cultural understanding of Syrian culture.

Specialist integration support organisations also employ resettlement workers to work on a one-to-one basis with refugees to provide cultural orientation, life skills, language assistance, signpost to existing support services and social connections/activities etc.

3.16 Regional Support: Proposed Regional Model for Yorkshire and Humber

The Home Office funds regional strategic migration partnerships throughout the United Kingdom. Their role is to work with national government, local government, and others to ensure that their region can respond to migration. Migration Yorkshire is the strategic migration partnership for Yorkshire and the Humber. Migration Yorkshire has for some years worked closely with local authorities in our region taking part in the asylum dispersal scheme and more latterly those involved in the Syrian refugee resettlement programme.

3.17 Migration Yorkshire is proposing that local authorities collectively develop a regional model for regional resettlement project led at regional level by Migration Yorkshire with local delivery managed by individual Local Authorities. This corresponds to the approach currently being discussed by the Home Office with the LGA and Solace.

3.18 The model being proposed by Migration Yorkshire is attached at **Appendix B**. In summary, Migration Yorkshire would project manage the resettlement programme at regional level to provide leadership and co-ordination. Migration Yorkshire would provide the link between local authorities and the Home Office. It would act as a single point through which to route and agree caseloads for our region and be responsible for contract management and compliance with Home Office requirements. Migration Yorkshire would also manage practical aspects such as arrivals (e.g. planning intake and charter flights to each region). Local delivery, including decisions relating to the number of refugees to be resettled within an area and when, would be managed at a local level by local authorities.

3.19 It is anticipated that within the proposed Home Office pilot model that some or all of a regional function would be funded initially by the Home Office. If this was not possible estimated overheads to the local authorities for a regional management function would be between 3-5% of the funding provided to local authorities by the Home Office.

3.20 Memorandum of Understanding

The complex nature of the resettlement process means that all partners need to be clear about their responsibilities and committed to carrying these out in a

timely manner. An initial draft Memorandum of Understanding is attached at **Appendix C**. The Memorandum of Understanding cannot be finalised by North Yorkshire County Council until it has received details of the funding agreement from the Home Office. A data sharing agreement will also need to be produced as part of the Memorandum of Understanding.

4. Legal/Financial Controls and other Policy matters

Legal Issues

- 4.1 This report seeks agreement to enter into a Memorandum of Understanding with participating Councils around roles and responsibilities of different partners.

Financial Issues

- 4.2 There are no direct financial implications for the Council that arise from this proposed scheme. Costs associated with the resettlement of refugees are met by Government Grant. NYCC have agreed to front fund the programme and are the accountable body for the receipt and spending of grant monies.

The mechanics of how funding shall be spent or distributed have yet to be finalised.

The proposed scheme does however have indirect cost implications for the Council. These include, staff time (both to support the countywide and local co-ordination of the scheme / the physical sourcing of accommodation and checks to that accommodation). In addition, where social housing is used it is arguable that this has a knock on indirect cost for the Council, for example a letting to a refugee family could potentially mean that a local homeless person may need to reside longer within temporary accommodation.

It is understood that such costs are not however eligible for the use of VPRG. There is an expectation that such indirect costs shall be absorbed by participating local authorities.

The level of indirect cost is much harder to quantify, however given the numbers of proposed households however these costs are likely to be relatively small.

Whilst grant funding shall cover initial resettlement for up to 5 years, after that period it is anticipated that any refugees shall either return to Syria or be mainstreamed into British society, any on-going costs in relation to public or welfare support shall be absorbed by different public bodies. However it is important to note that many Syrian refugees are professional people who in the long term may make a positive economic contribution to the area.

5.0 Impact Assessment

The impact of the proposals has been covered in the report. The key role of the council is to facilitate the sourcing of accommodation. Where possible the private rented sector will be used therefore the scheme will have a limited impact on our housing waiting list.

6.0 Conclusion

The report proposes a North Yorkshire refugees resettlement scheme which will see us working in partnership with North Yorkshire County Council and the district councils. The recommendations will ensure the necessary infrastructure is in place to support North Yorkshire's commitment to deliver the Syrian Vulnerable Persons Relocation Scheme across the county.

Contact Officer:

Simon Parkinson

Lead Officer, Community Support

Selby District Council

sparkinson@Selby.gov.uk

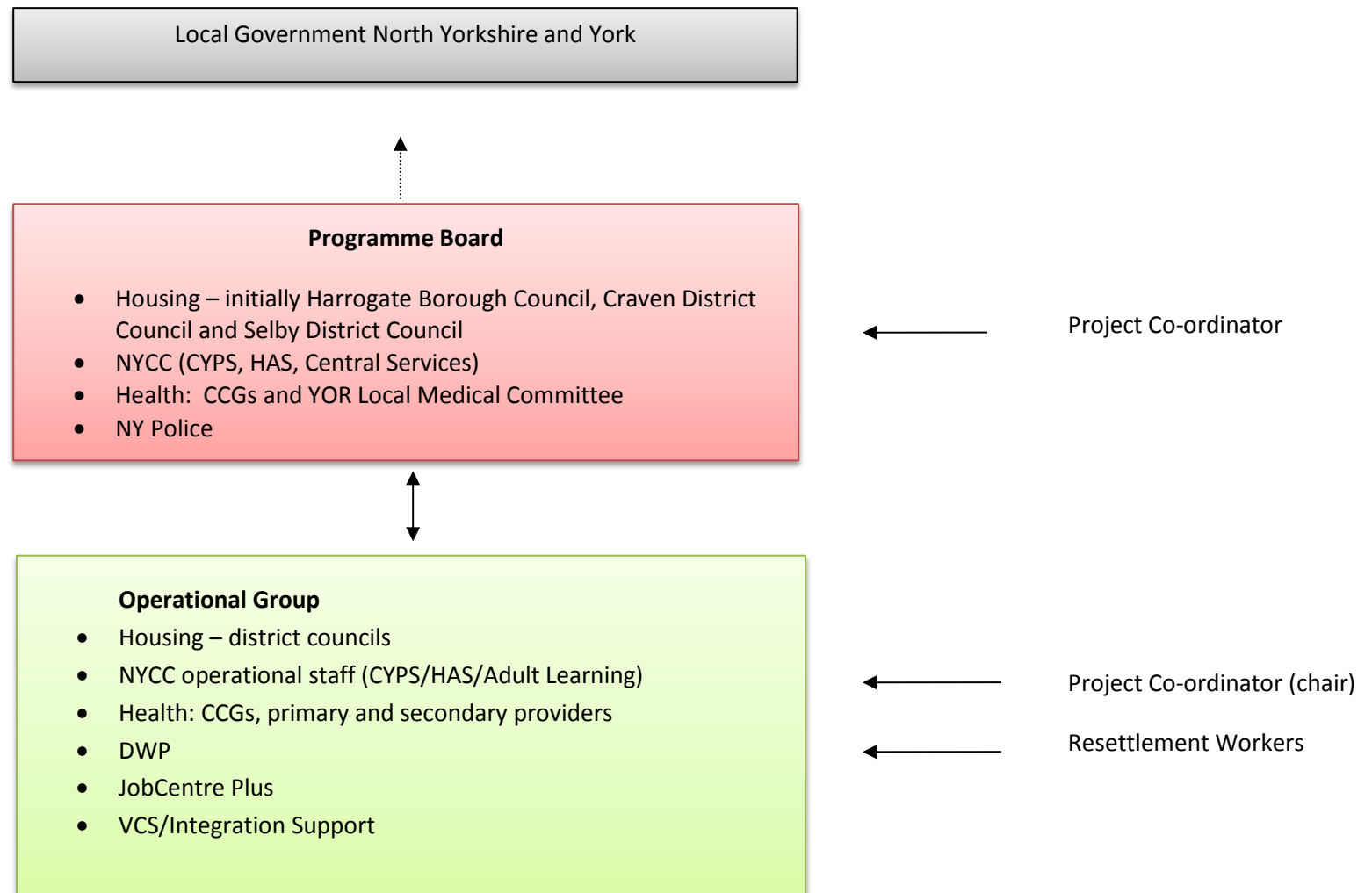
Appendices:

Appendix A: Proposed governance structure: North Yorkshire Syrian Refugee Resettlement Scheme

Appendix B: Proposal for regional Syrian refugee resettlement model

Appendix C: Memorandum of Understanding: North Yorkshire Syrian Refugee Resettlement Scheme

Appendix A: Proposed governance structure: North Yorkshire Syrian Refugee Resettlement Scheme





Proposal for regional Syrian refugee resettlement model

Background

The Prime Minister announced on 7th September that the UK would take 20,000 Syrian refugees over the rest of this Parliament. The first 1,000 of these will arrive before Christmas under 'Phase 1', also known as 'trailblazers', including over 100 in Yorkshire and Humber across six Local Authority areas.

The remaining 19,000 will arrive later in the UK under 'Phase 2' and the details of this including a draft financial package are emerging, with other financial details expected in the following weeks and months. The Home Office is moving increasingly towards regional approaches and models for phase 2 and in recent days has said that they intend to pilot regional models for phase 2 in a small number of regions. This will be communicated formally in a letter from the Home Office and LGA in the next few weeks.

Local Authorities in our region have been working on their plans in a co-ordinated approach through the support of Migration Yorkshire which has included briefings to CEXs, regional meetings and workshops, support to officers in each area, and co-ordinated discussions with the Home Office. Every Local Authority in the Yorkshire and Humber region has agreed in principle to take part in the resettlement of Syrian refugees in their areas with a regional total of Syrians proportionate to the region's overall share of UK population.

Proposed Regional model for Yorkshire and Humber

Migration Yorkshire propose that Local Authorities build on the coordinated regional approach in the last few months and collectively develop a regional model for regional resettlement project led at regional level by Migration Yorkshire with local delivery managed by individual Local Authorities. This approach has been discussed and informally proposed in recent weeks within the region and is increasingly fitting the proposed national approach.

Practically, this model is being proposed at this time to enable the next phase of in-depth planning and modelling required in order to receive Syrian refugees in local areas across the region in the next few months. Yorkshire and Humber would also be well-placed to be a pilot region with the experience in resettlement and the agreed participation of all Local Authorities, although the decision on this would be taken collectively separately to the decision to work together.

The benefits of a regional model include:

- Economies of scale and better local value
- Agreed quality standards to achieve a consistent and high level of provision across areas
- Collectively plan, consider and address emerging themes and areas of concern
- More powerful regional voice collectively with Government for resolution of likely financial and operational issues
- Mechanism for resolving cross-border issues (e.g. housing vs. schools, or finances for movement of refugees between areas)
- Flexibility to work across partner areas to respond to unforeseen problems
- Enables collective and cohesive external communication and limits risk around public and political criticism
- Managing practical aspects including arrivals (e.g. planning intake and charter flights to each region)
- Share best practice and receiving support from Migration Yorkshire and other LAs throughout the programme
- Single point through which to channel complex routing and agreeing family cases, which is too difficult and too large to do separately between each LA and the Home Office
- Devolving operations and risk to regions where it can be better managed

Proposed Regional Management Function

We propose that Migration Yorkshire project manages the regional resettlement programme building on the remit from central Government and Local Authorities for leadership and coordination on migration at regional level, and providing a similar regional management function as done for the previous asylum housing contract and other projects.

It is anticipated that within the proposed Home Office pilot model, with the devolved management and risk to regions, that some or all of a regional function would be funded additional to draft costs circulated initially by the Home Office

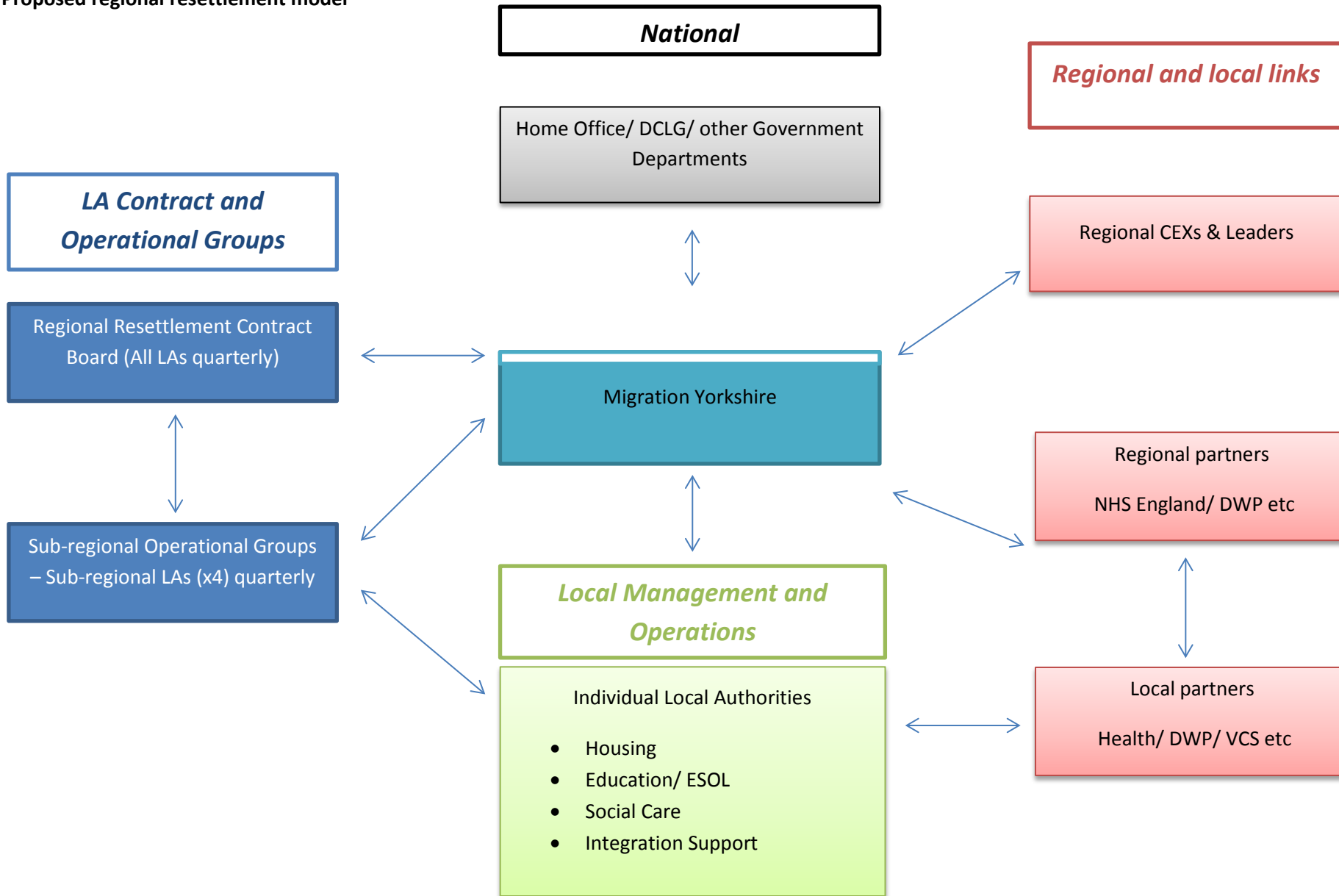
The proposed regional management function would include:

- Contract management and compliance
- Development and planning of programme, with support for local development
- Support with finance and reporting requirements
- Collective negotiation with Home Office
- Enabling resolution of issues between individual Local Authorities and Home Office
- Practical advice and support to local areas
- Routing of family cases from Home Office to meet local area need
- Planning, agreeing and managing arrival dates, flights and practicalities
- Regional external partnerships such as NHS England who are likely to hold the health budget at regional level and lead health approval mechanisms and other organisations e.g. DWP.
- Regional communication strategy, managing internal and external communications
- Agreeing and enabling mechanisms for LAs to work collectively, such as through joint procurements or practical service user issues
- Managing and secretariat for regional and sub-regional operational and contract structures

Under this model local delivery will be managed at local level by Local Authorities.

See diagram below for illustration of regional model.

Proposed regional resettlement model



Draft Memorandum of Understanding: North Yorkshire Syrian Refugee Resettlement Scheme

This agreement is dated

Between:

1. Craven District Council of 1 Belle Vue Square, Broughton Road, Skipton, North Yorkshire BD23 1FJ
2. Harrogate Borough Council of Council Offices, Crescent Gardens, Harrogate, North Yorkshire, HG1 2SG
3. Hambleton District Council of Civic Centre, Stone Cross, Northallerton, North Yorkshire, DL6 2UU
4. North Yorkshire County Council of County Hall, Racecourse Lane Northallerton, DL7 8AD
5. Richmondshire District Council of Mercury House, Station Road, Richmond DL10 4JX
6. Ryedale District Council of Ryedale House, Malton, North Yorkshire, YO17 7HH
7. Scarborough Borough Council of Town Hall, St Nicholas St, Scarborough, North Yorkshire YO11 2HG
8. Selby District Council of Civic Centre, Doncaster Road, Selby, North Yorkshire, YO8 9FT
9. North Yorkshire Police of Newby Wiske, Northallerton, North Yorkshire, DL7 9HA
10. NHS Airedale, Wharfedale and Craven Clinical Commissioning Group of Millennium Business Park, Station Road, Steeton, Keighley, BD20 6RB
11. YORLMC North Yorkshire and York
12. NHS Hambleton, Richmondshire and Whitby Clinical Commissioning Group of
13. NHS Harrogate and Rural District Clinical Commissioning Group of ...
14. NHS Scarborough and Ryedale Clinical Commissioning Group of
15. NHS Vale of York Clinical Commissioning Group of
16. Airedale NHS Foundation Trust of...
17. Durham and Darlington NHS Foundation Trust
18. South Tees Hospitals NHS Foundation Trust of...
19. York Hospitals NHS Foundation Trust of
20. Bradford District Care NHS Foundation Trust of ...
21. Tees, Esk and Wear Valley NHS Trust of
22. The Department of Work and Pensions (North East Yorkshire and the Humber), of Britannia House CH(1), 2, Ferensway, Hull, HU2 8NF

For the purposes of this Agreement all the parties above are together referred to as 'the Partners'.

This Memorandum of Understanding (MOU) sets out the terms and understanding between the Partner organisations to this Agreement

Background

In September 2015 the Prime Minister announced that, during the remainder of this parliament, the UK will accept up to 20,000 Syrian refugees from refugee camps in countries neighbouring Syria.

The Home Office is asking authorities to volunteer to offer to resettle a specific number of Syrian refugees between 2015 and 2020 (the number of refugees to be set by the local authority/s within the area); and as

part of this to agree and implement a package of support measures that authorities would provide (directly or indirectly).

If refugees are to be resettled locally within North Yorkshire it is essential that they are given the support they need. The multiple, and in some cases complex needs of Syrian refugees requires a co-ordinated partnership response from the Partners in order to ensure their successful resettlement in North Yorkshire.

Purpose

The purpose of this MOU is to establish the principles of collaboration to resettle Syrian refugees in North Yorkshire under the Syrian Vulnerable Persons Relocation Scheme ('the Scheme') as detailed in **Appendix 1**.

This Memorandum of Understanding sets out the governance structures the Partners will put in place to deliver the Scheme and the respective roles and responsibilities the Partners will have in delivering the Scheme.

Principles of Collaboration

The Partners agree to adopt the following principles in connection with the Scheme (Principles):

- (a) collaborate and co-operate. Establish and adhere to the governance structure set out in this MOU to ensure that activities are delivered and actions taken as required;
- (b) be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this MOU;
- (c) be open. Communicate openly about major concerns, issues or opportunities relating to the Scheme;
- (d) learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
- (e) adopt a positive outlook. Behave in a positive, proactive manner;
- (f) adhere to statutory requirements and best practice. Comply with applicable laws and standards including EU procurement rules, data protection and freedom of information legislation. In particular the parties agree to comply with the requirements of the Information Sharing Protocol attached to this MOU in **Annex 2**.
- (g) act in a timely manner. Recognise the time-critical nature of the Scheme and respond accordingly to requests for support;
- (h) deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this MOU; and
- (i) act in good faith to support achievement of the Scheme and compliance with these Principles.

Governance Structure

The governance structure for the Scheme for co-ordinating and managing the resettlement process in North Yorkshire is attached at Appendix 3

The Partners will establish a Programme Board and Operational Board to deliver the Scheme.

Programme Board

The Programme Board will oversee the strategic arrangements for North Yorkshire's participation in the Scheme. This group will consist of:

- Representatives of North Yorkshire District Councils
- North Yorkshire County Council:
- Representatives of North Yorkshire Clinical Commissioning Groups
- Representatives of the NHS Trusts

- North Yorkshire Police

The Programme Board's functions will include (but not be limited to) the following:

- To determine the suitable areas within North Yorkshire for the resettlement of Syrian refugees, considering the implications for housing, education, health and other public services;
- To ensure smooth arrangements are in place for the arrival of Syrian refugees;
- To oversee the development of appropriate integration support services for refugees;
- To consider issues relating to the support of the Syrian refugees that cannot be resolved at an operational level, and to make recommendations to the appropriate organisation;
- To agree a communications plan with key messages for the media, and how local groups and the general public can help; and
- To report on progress to Local Government York and North Yorkshire.

The terms of reference of the Programme Board and the Operational Group will be determined and agreed by the Programme Board and will form a separate document to this MOU.

Operational Group

The Partners agree to set up an Operational Group consisting of frontline staff to manage the day-to-day management of the Scheme covering the area in which the resettlement takes place.

The group will consist of:

- North Yorkshire District Councils in the area in which the resettlement is taking place
- North Yorkshire County Council operational staff (Children and Young Peoples Services and Health and Adult Services)
- Health: The CCG/s and NHS Trust/s in the area in which the resettlement is taking place
- The Department of Work and Pensions
- VCS/Integration Support

This group will consist of officers from housing, education and social care and the DWP, with specific membership to be agreed by the Partners. A Project Co-ordinator employed by the County Council would lead delivery and chair the operational group(s).

The Operational Group will assist with the co-ordination of the response of support services.

Further Operational Groups may be set up where refugees are placed in other areas to facilitate the process of resettlement in that location.

Responsibilities

All Partners agree to work together through the Programme Board and Operational Groups of the North Yorkshire Syrian Refugee Resettlement Scheme throughout the lifetime of the resettlement process in North Yorkshire.

North Yorkshire County Council (County Council) will provide in-house project management to co-ordinate the Scheme overall, including employing the Project Co-ordinator.

The County Council will act as the accountable body and will be responsible for distributing the funding in relation to the Scheme.

All Partners have a collective responsibility for ensuring the success of the resettlement process so that the refugees are given timely support and assistance.

All Partners will work with other organisations not included in this MOU should the Programme Board agree to do so. This is likely to include Migration Yorkshire and Government Departments of State.

All Partners agree to plan ahead of the date of arrival of the Syrian refugees in North Yorkshire and acknowledge that the refugees will require access to some services upon their immediate arrival to North Yorkshire. Accordingly the Programme Board will agree which services will be required by when and all Partners will be expected to follow that agreement.

All Partners agree that all the refugees will have timely access to the following services and that these will be provided by the organisation/s:

- Housing: North Yorkshire District Councils
- Furnishings: North Yorkshire County Council
- Public Health Advice: County Council Public Health
- Primary and Secondary Health: NHS Yorkshire & the Humber/the appropriate Clinical Commissioning Group involved in the area in which the resettlement of the refugees is taking place/YORLMC North Yorkshire and York
- Welfare benefits: DWP
- Integration Support Services including language assistance, cultural orientation and signposting to existing support services: TBC
- Community Safety: North Yorkshire Police
- ESOL

All Partners agree that refugees with specific requirements will have timely access to the following services:

- Primary and Secondary Education: North Yorkshire County Council
- Adult Learning: North Yorkshire County Council
- Social Care: North Yorkshire County Council
- Employment support services: DWP
- Specialist health services including mental health services: NHS Yorkshire & the Humber/the appropriate Clinical Commissioning Group

Funding

The local authority funding for the cost of the Syrian refugee resettlement scheme in North Yorkshire will be provided by the Government. The Home Office has stipulated that the local authority funding will be used for:

- Housing set up and void costs (up to a maximum of 8 weeks)
- Caseworker /integration support
- Housing support for one year
- Specialist mental health costs
- ESOL provision
- Project management and any other associated costs
- Arrival costs

The County Council has agreed to be the accountable body for the funding and will enter into an accountable body agreement with the Home Office or other assigned government department. This is on the understanding that the County Council can recover the costs retrospectively in instalments from the Home Office/other assigned government department.

It is anticipated that the Home Office will provide an element of the funding up-front to the County Council and pay the remainder in arrears in set instalments over a specified period to the County Council for each individual refugee resettled. The County Council will distribute funding to the

project up-front in the area in which the resettlement is taking place, as and when required, to cover specified resettlement costs outside of the County Council related-services (such as housing-related costs, specialist mental health costs, caseworker/integration support and arrival costs) to ensure that the resettlement process develops smoothly and claim back the funding from the Home Office.

Where a North Yorkshire District Council does not have any refugees proposed to be located in their area they will receive no funding.

Duration

This MOU may be modified by mutual consent of the Partners. This MOU shall become effective from the date that it has been signed by all the Partners and will remain in effect until modified or terminated by any one of the Partners by mutual consent.

Escalation

If any of the Partners has any issues, concerns or complaints about the Scheme, or any matter in this MOU, that Partner shall notify the other Partners and together the Partners shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Programme Board which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Programme Board within seven working days, the matter may be escalated to the Chief Executives of the Partners for resolution.

If any of the Partners receives any formal inquiry, complaint, claim or threat of action from a third party (including, but not limited to requests for information made under the Freedom of Information Act 2000) in relation to the Scheme, the matter shall be promptly referred to the Programme Board (or its nominated representatives). No action shall be taken in response to any such inquiry, complaint, claim or action, to the extent that such response would adversely affect the Scheme, without the prior approval of the Programme Board (or its nominated representatives).

Status

Nothing in this MOU is intended to, or shall be deemed to, establish any partnership or joint venture between the Partners, constitute either as the agent of the other party, nor authorise either of the Partners to make or enter into any commitments for or on behalf of the other(s).

Governing Law and Jurisdiction

This MOU shall be governed by and construed in accordance with English law and will be subject to the exclusive jurisdiction of the courts of England and Wales

Contact Information

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Name of partner representative:

Position:

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E-mail:

Harrogate Borough Council

Name of partner representative

Position

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Name of partner representative
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North Yorkshire County Council
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Richmondshire District Council
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Position
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Telephone
E-mail

Ryedale District Council
Name of partner representative
Position
Address
Telephone
E-mail

Scarborough Borough Council
Name of partner representative
Position
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Selby District Council
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NHS Hambleton, Richmondshire and Whitby Clinical Commissioning Group

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NHS Harrogate and Rural District Clinical Commissioning Group

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NHS Vale of York Clinical Commissioning Group

Name of partner representative

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Airedale NHS Foundation Trust

NHS Vale of York Clinical Commissioning Group

Name of partner representative

Position

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Durham and Darlington NHS Foundation Trust

Name of partner representative

Position

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E-mail

South Tees Hospitals NHS Foundation Trust

Name of partner representative

Position

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York Hospitals NHS Foundation Trust

Name of partner representative

Position

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Bradford District Care NHS Foundation Trust

Name of partner representative

Position

Address

Telephone

E-mail

Tees, Esk and Wear Valley NHS Trust

Name of partner representative

Position

Address

Telephone

E-mail

The Department of Work and Pensions

Name of partner representative

Position

Address

Telephone

E-mail

Signatories

_____ Date:

Signed on behalf of Craven District Council

Position:

_____ Date:

Signed on behalf of Harrogate Borough Council

Position:

_____ Date:

Signed on behalf of Hambleton District Council

Position:

_____ Date:

Signed on behalf of North Yorkshire County Council

Position:

_____ Date:

Signed on behalf of Richmondshire District Council

Position:

_____ Date:

Signed on behalf of Ryedale District Council

Position:

_____ Date:

Signed on behalf of Scarborough Borough Council

Position:

_____ Date:

Signed on behalf of Selby District Council

_____ Date:

Signed on behalf of North Yorkshire Police

Position:

_____ Date:

Signed on behalf of YORLMC North Yorkshire and York

Position:

_____ Date:

Signed on behalf of NHS Airedale, Wharfedale and Craven Clinical Commissioning Group

Position:

_____ Date:

Signed on behalf of NHS Hambleton, Richmondshire and Whitby Clinical Commissioning Group

Position:

_____ Date:

Signed on behalf of NHS Harrogate and Rural District Clinical Commissioning Group

Position:

_____ Date:

Signed on behalf of NHS Scarborough and Ryedale Clinical Commissioning Group

Position:

_____ Date:

Signed on behalf of NHS Vale of York Clinical Commissioning Group

Position:

_____ Date:

Signed on behalf of Airedale NHS Foundation Trust

Position:

_____ Date:

Signed on behalf of York Hospitals NHS Foundation Trust

Position:

_____ Date:

Signed on behalf of South Tees Hospitals NHS Foundation Trust

Position:

_____ Date:

Position:

_____ Date:

Signed on behalf of Bradford District Care NHS Foundation Trust

Position:

_____ Date:

Signed on behalf of Tees, Esk and Wear Valley NHS Trust

Position:

_____ Date:

Signed on behalf of The Department of Work and Pensions (North East Yorkshire and the Humber)

Appendix 1

The Scheme

The Partners responded to the Government's request regarding the resettlement of Syrian refugees, confirming acceptance of approximately 200 refugees in the North Yorkshire area.

The support needs of refugees is intensive especially in the first few weeks and months of resettlement. The rapid deployment of a range of services is required locally in order to ensure that refugees are provided with the right level of support to allow them to successfully integrate into the community. This involves housing, social care, education, health services, the DWP and police working closely together.

Each of the Partners has identified the number of refugees that they could resettle based on their housing capacity (social and private sector housing) and school places. The combined estimate overall is in the region of 200 individuals across the county.

A scattergun approach, whilst ensuring that each district would be seen to be resettling its 'fair share' of refugees, would make it difficult to co-ordinate support services and build sufficient capacity quickly enough. Placing refugees in some of North Yorkshire's more sparsely populated areas, where appropriate services are not available close by and where they are less likely to be able to live near to other refugees, would also risk their isolation.

Therefore the approach is to initially pilot resettlement in one area of North Yorkshire. In Year 1, a small number of families or individuals will be resettled in a combined 'block' of two districts. In Year 1 (2016/17) the first area/s would be Craven, Harrogate and Selby districts. The rationale for this is their proximity to cultural facilities such as mosques and to other resettled Syrians in Leeds and Bradford. Such an approach would make it easier to comprehensively manage the process and build up expertise. A review of the process could then take place before additional refugees were resettled in other suitable parts of the county - e.g. in Year 2 (2017/18) resettlement could be in Scarborough/Ryedale and in Year 3 (2018/19) in Hambleton/Richmondshire.

Appendix 2

Information Sharing Agreement

[INSERT] to be drafted

Appendix 3

Governance Structure

(for the purposes of this draft MOU see structure diagram in Appendix 1 of the covering report)

Selby District Council

REPORT

Reference: E/15/55

Item 7 - Public



To: The Executive
Date: 3 March 2016
Status: Non Key Decision
Report Published: 24 February 2016
Author: Rachel Crossley- Graduate Trainee
Michelle Dinsdale- Policy Officer
Executive Member: Cllr Cliff Lunn – Finance and Resources
Lead Officer: Karen Iveson (Section 151 Officer)

Title: Corporate Charging Policy

Summary:

A review of the current Corporate Charging Policy has been undertaken to bring the policy up to date with legislation, The Corporate Plan 2015-2020 objective to 'deliver great value and increase income', and the Council's Medium Term Financial Strategy.

A draft Corporate Charging Policy has been developed in consultation with an internal officer working group and with advice from Legal. The draft Policy has been designed to support the Council's vision of being customer focused, business like, and forward thinking, and to develop business resilience in the face of significant reductions in grants from central Government. The draft Policy therefore sets out a framework for charging which enables the setting of charges to be flexible and market led, by allowing Officers, in consultation with the appropriate Director and the Section 151 Officer, to make flexible pricing decisions in response to external market conditions. This approach will encourage services to operate efficiently and ensure that the Council thinks consistently in a business-like manner.

As part of the review, the proposed flexible and equitable framework for charging set out in the Policy has been endorsed by the Corporate Management Team (CMT).

Recommendations:

- (i) To approve the draft Corporate Charging Policy for public consultation.**
- (ii) To refer the draft policy and revised decision making process to Policy Review Committee for consideration in advance of the draft policy and consultation responses being reported back to Executive.**

Reasons for recommendations

- To progress the draft Corporate Charging Policy in a way that supports the promotion of efficiency savings and reduction of dependence on Government Grants through the approach outlined in the draft policy.

1. Introduction and background

- 1.1 The Council provides a number of services to the community, both statutory and discretionary. For many of these services, the Council has the authority to set their own charges (i.e. there is local discretion over the level of the charge).
- 1.2 The Corporate Charging Policy sets out a corporate framework for the setting of fees and charges for services provided by Selby District Council. The Policy applies to all fees and charges which the Council has discretion to set.
- 1.3 The current Corporate Charging Policy was approved in October 2011 and scheduled for review in October 2016. However, the local and national context for this policy has changed significantly since its approval, and an early review of the current policy has therefore been undertaken.
- 1.4 Under the current arrangements charges are reviewed only annually. To introduce new charges or change existing charges in response to market signals requires a separate report to Executive in-year.

2. The Report

- 2.1 A review of the Corporate Charging Policy has been undertaken to ensure that it supports the Council's Corporate Plan objective to

'deliver great value', part of which is to 'increase income', and the Commercial Development Programme.

2.2 The Council wants to ensure that it develops business resilience, becoming more self-sufficient in the future and less reliant on central government grants. Charging for services can contribute towards the achievement of financial, corporate and service objectives.

2.3 **Development of the Policy**

The aim of the review was to design a Policy which would support the Council's financial objectives, take into account the changing nature of local government funding, and set a clear framework for the setting of charges.

2.4 As part of the review, Officers undertook a benchmarking exercise, as well as making sure the Policy was up to date with legislation.

2.5 The Policy has been developed in consultation with a working group of internal key stakeholders. The development of the Policy has been a collaborative effort between officers from Policy, Business Development and Finance.

2.6 Because of the complex nature of the legislation associated with the Policy and potential financial implications, throughout the development of the Policy; officers from Legal and Finance (including the Section 151 Officer) have been heavily involved, and their advice sought and incorporated.

2.7 As part of the review process, informal consultation on the draft Policy has been undertaken internally. The Policy has been 'tested' with two Officers to ensure that the approach it outlines is clear. The Policy has also been presented to CMT, who have endorsed the proposed framework for charging set out in the Policy.

2.8 The overarching aim of the Policy is to foster a more commercial approach to setting fees and charges. The concept of commercialism is to ensure that the Council thinks consistently in a business-like manner and very clearly calculates the costs and benefits associated with the activities it carries out.

2.9 The Policy outlines the key principles to be considered in charging for Council services in a transparent and consistent manner, and sets out a clear and equitable framework of standards and procedures to be followed when reviewing charges.

2.10 The main changes to the proposed revised Policy are:

- The use of 'Full Cost Recovery' as the Council's default charging model: services must achieve full cost recovery over time, unless there is an Executive decision to subsidise.

- The use of the new ‘Direct Cost Plus’ charging model: this model allows flexible pricing decisions to take account of external market conditions.
- The recognition that there are circumstances where setting charges at a level more than full cost recovery may be appropriate (e.g. when trading with other local authorities or public bodies the Council is not limited in the amounts it can charge).
- Enabling the Council to apply differential charging, discounting and alternative pricing structures in order to maximise commercial benefit and target service take-up.
- Allowing for timely and responsive charging decisions by enabling Officers (either the appropriate Director/Head of Service or an Officer with the approval of the appropriate Director/Head of Service), in consultation with the Section 151 Officer, to vary existing charges for individual services.
- The use of a Charging Policy Process and Business Case to support decisions to vary existing charges giving a clear coherent structure and increasing transparency.

2.11 Consultation

If approved, the draft Policy will be subject to a six week consultation period between 4 March 2016 and 15 April 2016. During this period the draft Policy will be published on the Council’s website and hard copies will be available on request.

2.12 It is also proposed to take the draft policy and process to Policy Review Committee for consideration.

2.13 A report informing Members of the outcome of the consultation and seeking approval of the draft Policy will be brought to the Executive on May 12, 2016.

2.14 Implementation

If the final policy is approved, an amendment will need to be made to Part 4 (Financial Procedural Rules) Section 15(i) of the Selby District Council Constitution, which states that “New Charges or changes in existing charges shall be approved by the executive”. An amendment will be needed to allow the appropriate Officers the flexibility to vary existing charges when applying the ‘Full Cost Recovery’ or ‘Direct Cost Plus’ charging models (in accordance with section 8 of the Policy), without the need for an Executive approval. Such an amendment will require a separate report to Full Council. All charges relating to subsidised services, and those charges specifically identified in Appendix 4 (Charges Excluded from the Corporate Charging Policy) would still require Executive decision.

3. Legal/Financial Controls and other Policy matters

Legal Issues

The legislation concerning Local Authority charging is complex. This policy provides clarity for officers when considering proposals for new charges or changes to existing charges.

Financial Issues

The ability to set and amend charges with flexibility and to take account of market forces is important to ensure the Council's income generation targets are met.

Impact Assessment

An Equality, Diversity and Community Impact (EDCI) Screening has been completed and no adverse impact has been identified.

The Corporate Charging Policy is not likely to impact those with equality characteristics differently as it will be applied equitably to everyone.

Any potential impact on equality characteristics as a result of changes to specific charges will be identified and monitored as each proposed charge is to be EDCI screened as part of the process for reviewing and setting charges. In some cases this may result in individual charges being subject to full impact assessment, being amended, or a subsidy being applied.

There are likely to be positive impacts for the entire community. As a result of the Policy, all fees and charges will be reviewed to ensure that the Council achieves full cost recovery. This will help maintain the viability and quality of Council services.

4. Conclusion

The current Corporate Charging Policy has been reviewed to ensure that it aligns with and best serves corporate and financial objectives. The draft revised policy is designed to ensure that the Council can develop business resilience by setting a framework where designing charges to achieve 'Full Cost Recovery' will be the default charging model. Individual services will be able to vary existing charge rates on a case by case basis, taking into account relevant market rates and the need to maximise income and operate efficiently. The review has resulted in the development of an updated Policy which, if implemented, will change the Council's processes for the setting of charges for services.

5. Background Documents

N/a.

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Appendices:

Appendix A: Draft Corporate Charging Policy
Appendix B: List of Subsidised Services
Appendix C: Process for Developing a Charge
Appendix D: Business Case Template
Appendix E: Charges Excluded from the Corporate Charging Policy

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A new approach to public service

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DISTRICT COUNCIL

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Corporate Charging Policy

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DRAFT

1 Introduction

Selby District Council's Corporate Plan 2015-2020 identifies how the Council will work with others to deliver important outcomes, co-operating with communities and partners to achieve what matters most as effectively and efficiently as possible.

The priorities identified by the Council are to make the Selby district a great place...to **do business**, to **enjoy life** and to **make a difference**. These priorities will be supported by Selby District Council delivering **great value**, which includes a goal to generate increased income over the course of the Plan. Together these priorities ensure its vision of a council which is customer focused, business like and forward thinking.

The Council's Medium Term Financial Strategy sets out financial objectives to support the delivery of the Corporate Plan, particularly in the challenging financial context of a fragile UK economy, on-going austerity measures, significant reductions in grants from central Government and the move towards more locally generated income streams, underlined in the recent Comprehensive Spending Review (November 2015). This puts even greater pressure on the Council's finances and further reinforces the need for the Council to deliver efficiencies and generate sustainable local income sources.

The Council wants to ensure that it develops business resilience, becoming more self-sufficient in the future and less reliant on central government grants. Charging for services can contribute towards the achievement of financial, corporate and service objectives, for example by encouraging or discouraging the use of a service or to alter patterns of behaviour.

Opportunities for growing income generation are therefore a priority for the Council, alongside broader proposals for the trading and commercialisation of appropriate services. In the face of further public sector funding cuts, maximising the potential for increased income and savings will be integral to supporting the Council's Corporate Plan.

This Corporate Charging Policy outlines the key principles to be considered in charging for Council services in a transparent and consistent manner.

This policy replaces the previous policy which was introduced in October 2011.

2 Scope

This policy applies to the setting and reviewing of all fees and charges for Council services, where the Council has discretion to apply a charge and discretion over the level of charge applied.

The policy excludes:

- Charges which are determined by Central Government (a list of such charges is available on the Council's web-site)
- Council Tax
- Business Rates
- Housing rents
- Any charges where there are legal or contractual reasons for exclusion
- Any charges levied by Trading Companies or other third parties delivering services on behalf of the Council.

3 Application of the Corporate Charging Policy

Service areas should use this policy when determining or proposing charges for services as part of the budget-setting process for the forthcoming financial year, and for any other ad hoc consideration of service charges.

Understanding the relationship between cost and charges is vital when determining charges for services and financial support and advice should be sought when applying this policy.

4 Aims and Objectives

The overarching aim of the Corporate Charging Policy is to foster a more commercial approach to setting fees and charges. The concept of commercialism is to ensure the Council thinks consistently in a business-like manner and to very clearly calculate the costs and benefits associated with the activities it carries out.

The objectives of the Corporate Charging Policy are:

- To promote efficiency and support the commercialisation of our business in order to support the Medium Term Financial Strategy and deliver the Corporate Plan;
- To minimise the draw on local taxation of discretionary services and promote fairness, by fostering a culture where discretionary services are supported largely by users rather than the Council Tax payer;
- To set a clear, flexible and equitable framework of standards and procedures for applying charges and fees to relevant Council services for both individuals and organisations. The level of charge will reflect the cost plus a return where this is legal and possible for the Councils' expertise.
- To meet the corporate values of being 'business like' by service areas understanding and reviewing the costs and charges for their service areas.

5. Charging and Trading Legislation

The legislation and case law that governs Councils' ability to charge and generate income is complex.

Specific powers to charge for services are contained in a variety of local government statutes. These include:

- **Local Authorities (Goods and Services) Act 1970** – introduced powers for councils to enter into agreement with other Local Authorities and public bodies for the supply of goods and services. Any agreement may contain such terms as to payment or otherwise as the parties consider appropriate.
- **Local Government Act 2003** – added further opportunities to the above. This act enables council's to trade in activities related to their functions on a commercial basis and make a profit, which may be reinvested in services, through a trading company.
- **Localism Act 2011** – the General Power of Competence (GPC) introduced a power to allow councils to do anything that an individual may do. However, for the purposes of charging, this should not exceed the cost of provision of the service in question, as operating for a commercial purpose (i.e. to make a profit) must be done through a trading company.

6 Standard Charging Principles

Standard principles will be applied to all fees & charges (within the scope of this policy) set by the Council. Where the Council deviates from these principles, the basis and reason for any such variations will be clearly documented and approved in accordance with the Council's Constitution/scheme of delegation.

Services which have discretion over charging are encouraged to operate more commercially in order to maximise efficiency and reduce dependence on revenue support. The ability of services to operate in this way is dependent on services being able to set and amend their charges with a level of flexibility, including consideration of current market rates and demand for the service. The Policy will also make decision making simpler and more timely.

This Policy enables the Council to apply differential charging, discounting and alternative pricing structures in order to maximise commercial benefit and target service take-up. Individual service areas can vary charge rates on a case by case basis, taking into account relevant market rates and the need to maximise income and operate efficiently.

All fees and charges will:

- Contribute to the achievement of corporate and service objectives;
- Maximise potential income, to achieve financial objectives, unless there is an explicit policy decision to subsidise the service;
- Be subject to equality impact assessment screening and consultation where appropriate.
- Minimise the costs of collection;
- As a minimum be increased annually from 1 April each year in line with Consumer Price Index (CPI) inflation increases (rate published for the preceding September each year);
- Be subject to a scheduled review at least every 3-5 years.

7 Charging Models

When introducing or reviewing a charge the Council will follow one of three models:

Charge	Definition	Application
1. Full Cost Recovery	Full Cost Recovery is defined in this policy as the Chartered Institute of Public Finance and Accounts' (CIPFA's) 'total cost' model. When charging 'total cost' the Council is aiming to charge the user the full cost to the Council of providing that service. The 'total cost' to the Council is calculated following CIPFA methodology. The cost of the charge will include, in addition to the direct cost of providing the service, costs such as fair and appropriate proportion of the cost of premises, central services and other overheads.	This is the Council's 'default' charging principle.
2. Direct Cost Plus	As a minimum the Council would recover the direct cost of providing the service plus wherever possible, a contribution to overheads. The level of overhead contribution	This allows flexible pricing decisions to take account of external market conditions. For instance, there are circumstances where setting charges at a level more than full cost recovery may be appropriate

	is an operational decision, and will be dependent upon the particular circumstances and objectives.	(e.g. when trading with other local authorities or public bodies the Council is not limited in the amounts it can charge). This charging model also allows charges to be set below full cost recovery to achieve a particular objective – for example entering into a new market or attracting new business. However, in line with the Standard Charging Principles, the aim will always be to recover the full cost of a service over time.
3. Subsidised	A subsidised charge requires the Council to contribute to the direct cost of the service. Where the Council is not covering the direct costs of the service, it will require a contribution from the Council. All subsidies will be subject to the approval of the Executive.	This model provides the Council with the option to provide a service with full or partial subsidy. The level of subsidy will be determined by reference to the nature of the service and the rationale for any subsidy for example: <ul style="list-style-type: none"> • providing a public good; • encouraging service take up; • the user group's ability to pay. The financial impact of subsidy decisions on the authority will be identified both individually and collectively, and actively managed and reviewed. A list of current subsidised services is set out at Appendix 3.

8. Authority to Set and Vary Charges

The decision on charging levels will be based on the relevant charging method (full cost recovery, direct cost plus, subsidised).

All charging decisions must be made in accordance with Selby District Council's Constitution (Budget and Policy Framework, Scheme of Delegation and Financial Procedure Rules) and be able to demonstrate consistency with Council strategic priorities, policies and statutory obligations.

The decision for varying charges for individual services is an operational decision, which will be taken by the appropriate Director/Head of Service (or Lead Officers with the approval of the appropriate Director/Head of Service), in consultation with the Section 151 Officer. The decision to vary charges (for example to offer discounts/special promotions) will be supported by adherence to the Charging Policy Process at Appendix 1 and the completion of the Business Case template at Appendix 2. This should be used to set out the clear rationale for the approach and charges proposed.

All decisions in relation to subsidised services must be approved by Executive.

There may be occasional charges which will be exempt from this policy, and any variations in these charges must be approved by Executive. A list of such charges is set out at Appendix 4.

9 Policy Review

This policy will be reviewed periodically, taking into account developing Council policies and priorities and any changes in legislation.

Appendix B

List of Discretionary Free or Subsidised Services

Free Services

Car Parking in Tadcaster and Sherburn

Green Waste Collection

Clinical Waste Collection

Pest Control – Rats only

Payment Transaction Charges

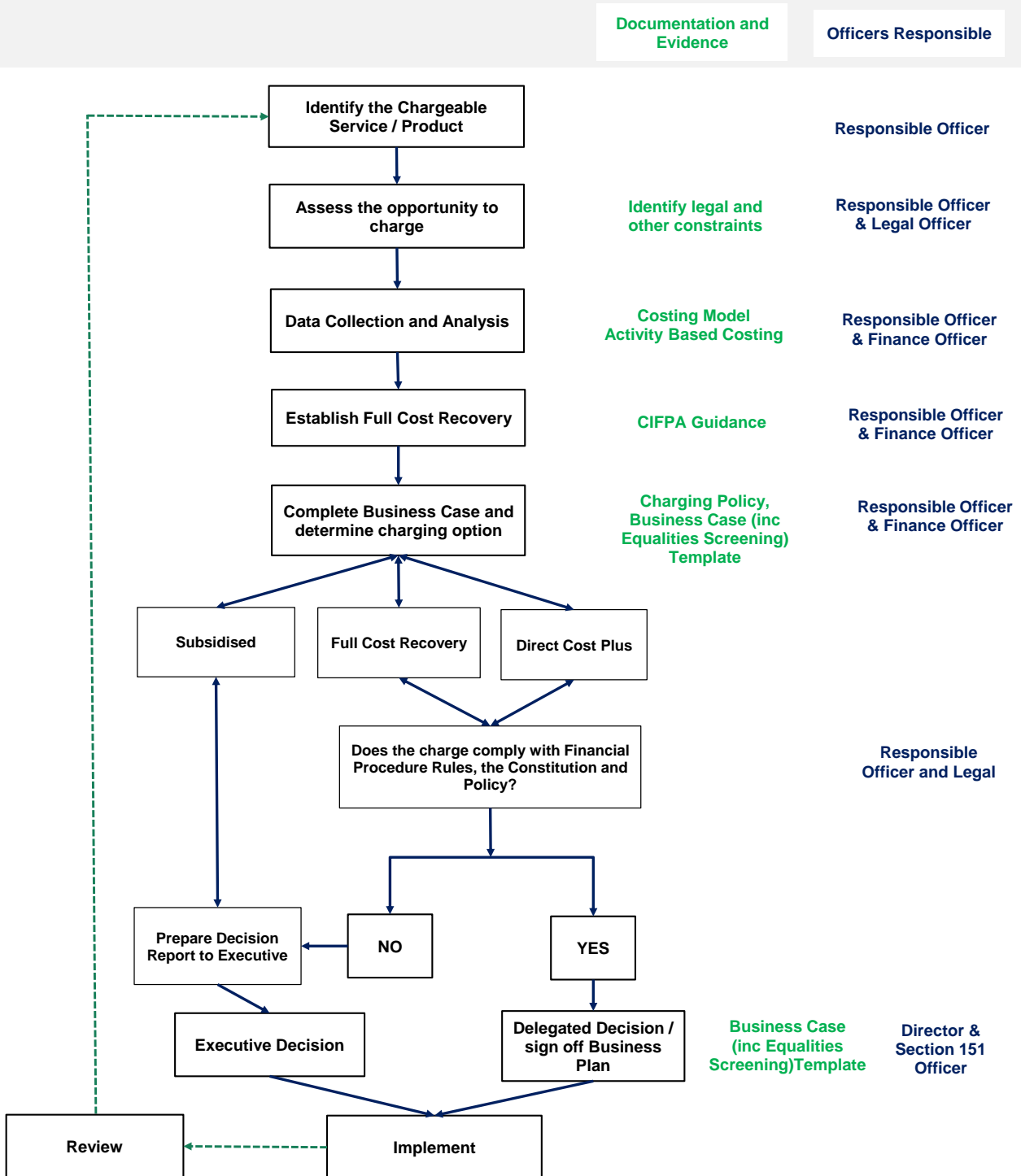
Caravan Licensing

Subsidised Rates

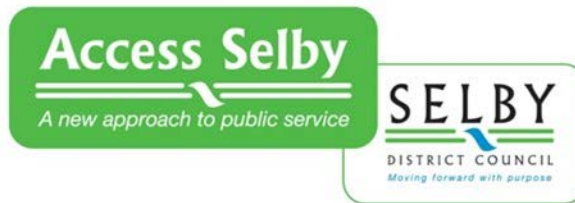
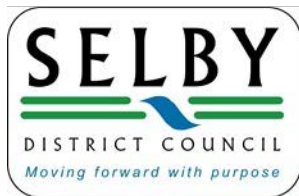
Senior Rail Cards

Bulky Waste Collection – for residents in receipt of certain benefits only

CHARGING POLICY PROCESS



Notes:
Responsible Officer is the Officer developing the new charge, this may be the Lead Officer or Senior Manager



Charging Decision : Business Case

Service area and charging opportunity:

Rationale for the charging decision (how does it support corporate objectives):

Financial position:

Current Charge	Income (£)	Expenditure (£)	Net position (£)	Cost recovery (%)

Proposed charge with calculation(s) (include details of whether full cost recovery will be achieved)	
Projected additional income with calculation (s)	
Any other financial information (include appendices if appropriate)	

Key evidence and assumptions (include the outcomes of any consultation and options appraisal):

Outcome of EDCI screening:

Potential issues and risks:

Issue/risk	Impact (High, Medium, Low)	Management actions

Implementation plan:

Milestone/key action	Date to be completed/ implementation period

Any other information/comments:

	Name and signature	Date
Responsible officer:		
Director:		
Legal:		
Finance:		

Appendix E

Charges Excluded From the Corporate Charging Policy

Car Park Charges

Selby District Council

REPORT

Reference: E/15/56

Item 8 - Public



To: The Executive
Date: 3 March 2016
Status: Non Key Decision
Report Published: 24 February 2016
Author: Michelle Dinsdale - Policy Officer
Chris Watson – Assistant Policy Officer
Executive Member: Cllr Dave Peart
Lead Officer: James Cokeham, Interim Head of Policy

Title: Corporate Enforcement Policy

Summary:

A review of the current Corporate Enforcement Policy has been carried out in line with the scheduled review period and in order to ensure compliance with the Regulator's Code ('the Code'). A key action required to ensure compliance with the Code is to have an enforcement policy explaining how the local authority responds to non-compliance. The policy is designed to empower officers with the discretion to deal with enforcement proactively, based on risk without being prescriptive to the procedure that should be followed. Consistency is guided through relevant legislation and guidance, the officers' professional judgement and the Enforcement service's action plan.

Following approval from Executive on 3 December 2015 consultation began on the draft policy on 4 December 2015 and concluded 1 February 2016. No public responses were received despite a wide consultation. Policy Review Committee, however, provided positive feedback on the document as part of the consultation process. Therefore, there have been no changes to the draft policy as a result of the consultation.

Recommendations:

- **To approve the draft Corporate Enforcement Policy to come into force on 1 April 2016.**

Reasons for recommendations

To ensure the policy reflects changes to the regulatory framework and best practice.

1. Introduction and background

- 1.1 The current Corporate Enforcement Policy was approved in September 2012 and is now due for review. The policy looked to offer a broad approach, then shift to explicit enforcement for a number of specific types of non-compliance across several annexes.
- 1.2 The intention of the current policy was to give guidance to officers, residents and business owners on the powers available to the Council to react to relevant breaches of legislation. These pieces of legislation covered such areas as: Planning, Licensing, Housing, Benefit Fraud, Anti-Social Behaviour and Environmental Protection.
- 1.3 The current policy includes a list of enforcement priorities/awareness campaigns. These were namely: fly tipping (2012) and unlicensed riding stables (2013). These priorities and campaigns are considered an effective way to tackle problem areas and to educate to prevent breaches in those problem areas within the district.

2. The Report

- 2.1 A scheduled review of the Corporate Enforcement Policy has been undertaken to ensure the policy reflects any significant changes in the legislative and regulatory framework.
- 2.2 The policy covers all relevant regulatory compliance and enforcement services, with the exception of debt control and Regulation of Investigatory Powers. These enforcement areas present complex and in-depth issues. Therefore, specific policies developed separately will be more appropriate.
- 2.3 **Enforcement Concordat**

In 2002 the government introduced the Enforcement Concordat ('the Concordat') which was a voluntary scheme to promote good enforcement. The Council signed up to the Concordat and agreed to adhere to its principles which define good enforcement.

- 2.4 **The Code**

Whilst still relevant, the Concordat has largely been replaced by the Code. The Code is mandatory and came into statutory effect on 6 April 2014 in accordance with section 23 of the Legislative and Regulatory Reform Act 2006. This Act also set out an updated list of principles for good regulation. A key action required to ensure compliance with the Code is to have an Enforcement Policy explaining how the authority responds to non-compliance.

2.5 The Code is based on 6 broad principles. The Code contains a section on each of these which sets out what is expected of the regulator in each case.

2.6 The new policy is intended to further develop the broad approach that the Council takes to enforcement. This means moving away from the more specific elements of current policy, which restrict officers as they border on procedure. This approach will allow officers: discretion to act appropriately; to make best use of resources; and to take account of the Code. It will therefore, commit the Council to being compliant with the Legislative & Regulatory Reform Act 2006.

2.7 **Consultation**

The draft policy was subject to an eight week public consultation period between 4 December 2015 and 1 February 2016. During this period the draft policy was published on the Council's website and hard copies made available on request

2.8 There are no statutory consultees for the policy; however, the Concordat sets a framework for consultation on the policy. This involves: businesses and 'other stakeholders'. There is no definition of 'other stakeholders', however, it was taken to be as broad as possible. For this reason, officers consulted with the public (through Community Engagement Forums, online and by hard copy at Access Selby), Elected Members and other regulators e.g. the Police, the Department for Work and Pensions and neighbouring authorities amongst others.

2.9 Despite this wide consultation, and the benefit of a sustained social media campaign, there were no public consultation responses.

2.10 A report including the draft policy was taken to Policy Review Committee on 19 January 2016 for comment as part of the consultation. The Committee resolved to endorse the draft policy. Members provided feedback stating that the tone of the draft policy was concise and easy to read, the approach was consistent and proportionate, and the content was clearly set out for the reader.

2.11 **Implementation and Performance**

Officers propose this policy will be implemented through a work programme/action plan for the enforcement service. Following the approach set by the policy the service will prioritise those cases where there is evidence of significant or irreparable harm to the public caused by a failure to comply.

2.12 Within each of the key areas (planning, housing, licensing and environmental health) complaints will be given a priority ranking.

- 2.13 Each area will have service standards and success measures which can be monitored and reported against. Cases which are ranked as the highest priority will be responded to quickly and a proactive approach taken to resolve the complaint, or progress to formal enforcement action such as a notice or prosecution. A resolution may also include the complainant being kept informed and a record taken of their views in terms of action taken.
- 2.14 The service's annual action plan will review the priority levels and will seek to ensure that resources are properly directed to the high priority areas. Campaigns (which will be decided by the Executive) will also focus on these priorities. The Policy Review Committee will be asked for feedback on priorities before the annual action plan is agreed.
- 2.15 The draft policy has had a final proof read, which has resulted in a small number of appearance and grammar amendments, but the content remains substantively unchanged from the draft approved by Executive on 3 December 2015.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 The Council must adhere to the Code. Failure to incorporate the new statutory and regulatory framework will leave enforcement decisions open to legal challenge.

Financial Issues

- 3.2 None as a result of this report

Impact Assessment

- 3.3 The policy aims to protect the public, the environment, consumers and workers through:
- Risk based enforcement – not just enforcing for the sake of enforcement, therefore, allowing the best use of resources;
 - Enforcing the law in a consistent and fair manner; and
 - Providing advice as an effective tool to help people meet their legal obligations.

An 'Equality, Diversity and Community Impact Screening' has been completed and no adverse impact has been identified.

4. Conclusion

The current Corporate Enforcement Policy has been reviewed in order to ensure compliance with changes in legislation. The draft revised

overarching policy covers all relevant regulatory compliance and enforcement services, with the exception of debt control and Regulation of Investigatory Powers. The policy is designed to empower officers with the discretion to deal with enforcement based on risk without being prescriptive to the procedure that should be followed. Consistency is guided through: relevant legislation and guidance; the officers' professional judgement; and the Enforcement services' action plan. Future enforcement priorities and awareness campaigns will be set by Executive.

5. Background Documents

The Regulators Code

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300126/14-705-regulators-code.pdf

Enforcement Concordat

<http://webarchive.nationalarchives.gov.uk/http://www.berr.gov.uk/files/file10150.pdf>

Executive Agenda & Minutes 3 December 2015

<http://www.selby.gov.uk/executive-03-december-2015>

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Appendices:

Appendix A: Draft Corporate Enforcement Policy

Access Selby

A new approach to public service

SELBY

DISTRICT COUNCIL

Moving forward with purpose

Corporate Enforcement Policy

A new approach to public service



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1. Introduction

- 1.1 At Selby District Council we have a number of duties to protect our district from harm. Therefore, we take a very serious approach to protecting individuals, animals, the environment and businesses from those who do not comply with the relevant laws or regulations. We regulate a number of functions within the district including: licensing (including alcohol and taxi), planning, fraud, housing and environmental health.
- 1.2 The purpose of this policy is to set out the main ways in which we can protect our residents, visitors, businesses, animals and the environment, whilst following the principles of good enforcement. It is not the purpose of this policy to provide an exhaustive list of all those laws we regulate or the powers of regulation available to us.
- 1.3 This policy is overarching for enforcement and sets out our general approach to enforcement (including civil and criminal enforcement action); it outlines what you can expect from us and what approach we will be taking to enforcement.
- 1.4 Through this policy we are looking to promote trust between us and those we regulate. We want you to have confidence in the advice we give and feel able to seek advice without fear of triggering unnecessary enforcement action.
- 1.5 We are always trying to improve the district and believe that effective enforcement through this policy will help us achieve our Corporate Plan 2015-2020 (available to view at www.selby.gov.uk) by making Selby a great place to:
 - a. **do business** – by building confidence that effective and fair enforcement will see businesses treated with respect. We will also provide those businesses that operate lawfully the opportunity to thrive. We will achieve this by adopting a consistent approach to enforcement.
 - b. **enjoy life** – confidence that resources are utilised effectively to tackle higher risk cases; ensuring the district remains a safe and pleasant place to live.
 - c. **make a difference** – this policy will empower confidence in businesses, residents and visitors alike to report any breach(es). We will achieve this through ease of reporting and keeping those who report breaches informed of progress throughout the case.
- 1.6 Success of this policy is measured by the Enforcement Team's performance. The performance of the team is measured against the team's action plan, specifically, against any relevant service standard(s) and/or success measure(s).
- 1.7 This policy replaces our previous Corporate Enforcement Policy adopted in September 2012.
- 1.8 We take a proactive and risk based approach to enforcement. As part of this approach we will, from time to time, introduce specific campaigns where we will

target an area deemed to be a priority. Any breaches from the area deemed as a priority will be assigned more resources. This will give the priority area a higher profile providing more public education on how to remain compliant and make an example of those who flout the rules by adopting a zero tolerance approach to its enforcement. The priority area will be chosen by the Executive following a steer provided by elected members at Policy Review Committee.

- 1.9 In certain circumstances we will seek to raise awareness and increase compliance levels by publicising unlawful practices or criminal activity. Where appropriate the results of specific court cases may also be published. These publications will always be in accordance with the Data Protection Act 1998.

2. Principles of good enforcement

- 2.1 As previously mentioned we aim to protect our district whilst maintaining the principles of good enforcement. These principles are set out in law in the Legislative and Regulatory Reform Act 2006. We will exercise our regulatory activity in a way which is:
- 2.2 **Proportionate** – This means we will use risk based regulation and will not undertake enforcement for enforcement’s sake. Priorities will include those corporately chosen from time to time as mentioned in Para 1.8 and those breaches which are a high risk to individuals, animals, businesses and the environment. As part of measuring risk we will look at the likely consequence of action on the accused in comparison with the seriousness of the offence and only proceed with action where the potential punishment fits the offence. Repeated similar offences will be regarded as higher risk than if only a single incident of that offence had occurred. This can mean that where continued/persistent low risk offences become higher risk offences they may attract a more serious punishment.
- 2.3 **Consistent** – We recognise that enforcement is not and cannot be solved with a ‘one size fits all’ approach; each case is individual and we will assess them as such. Consistency comes through the application of these principles, this policy (and any other more specific ones), any relevant procedure(s) and the officers making the most of their professional experience, training and judgement. This will allow the officer to provide reliable, relevant and robust information and allow discretion to choose the most suitable route of enforcement in each case.
- 2.4 **Transparent** – It is our aim to be as honest with everyone involved with a case as we can be. We will let you know, clearly, what we expect of you and what you can expect from us in return. As part of our aim to be transparent we target all our publications to be appropriate to their audience; this will also include differentiating between legal guidance and best practice where necessary.
- 2.5 **Accountable** – To remain accountable, we aim to make it as easy as possible for you to give us feedback. We do this by following our Comments, Compliments and Complaints Policy, more details of which can be found at paragraph 10.

- 2.6 **Targeted** – we will target our enforcement resources towards those higher risk cases and those deemed to be a local or national priority. This does not mean we will ignore any reported cases. It is simply a matter of best using the resources we have available to tackle those cases which have the potential to harm our district the most.
- 2.7 To help target resources and activities we also use the information we collect wisely, following the ‘collect once, use many times’ principle. Where the law allows we will agree secure mechanisms to share information with other regulators and businesses.

3. General (Officer) Principles

- 3.1 When looking into a case we recognise that each and every one is unique and this is why we follow principles of good enforcement rather than a strict procedure. These principles are those defined above, those defined in the Regulator’s Code and those defined in the Cabinet Office’s Enforcement Concordat.
- 3.2 Only those officers duly authorised to do so by our scheme of delegation will undertake enforcement activities.
- 3.3 Our officers will give due regard to their training, legislation and supporting guidance, allowing them to make reliable, accurate and robust decisions and to give appropriate and accurate information, when necessary.
- 3.4 Our officers will be independent, fair and objective when dealing with a case. they will not allow any political view and prejudice or personal belief regarding any protected characteristic of any of those involved in the case cloud their judgement. The protected characteristics are found in the Equality Act 2010. We do not permit our officers to be affected by improper or undue pressure from any source.
- 3.5 All our relevant officers have been made aware of this policy and its requirements. Any departure from this policy will have to be justified and endorsed by the Lead Officer for Enforcement or other duly authorised officer.
- 3.6 Officers will always give regard to the policy when conducting any work; this ensures that we take action that is appropriate to the risk and to the seriousness of any breach of legislation. In most circumstances the officers have a range of actions available to them. However, in certain circumstances legislation is prescriptive and this will limit the discretion of the officer. In some circumstances persistent breaches will result in formal action being taken for what would normally be regarded as less serious breaches.
- 3.7 We understand that our customers have varied and busy schedules, and that, for example, some hours of operation will not coincide with normal office hours. For this

reason, where possible, we will try to find a mutually acceptable time or visit businesses during their normal trading hours.

- 3.8 Our officers will comply with the requirements of the particular legislation from which they are acting along with any associated guidance or codes of practice.

4. Regulator's Code

- 4.1 When developing policies and operational procedures relating to the regulatory functions and activities within the scope of the Regulator's Code ('the Code') we will duly regard the requirements of the Code. The Code only applies to those enforcement activities that we carry out under the relevant laws and regulations which are listed under Part 3 of the Legislative Reform (Regulatory Functions) Order 2007 as amended.
- 4.2 However, in certain circumstances we may need to depart from the Code. This may be for example because we conclude that a certain provision from the Code is not relevant or is outweighed by another relevant consideration. In any event, any decision to depart from the Code will be properly reasoned, based on material evidence and documented.

5. Reporting the issue(s)

- 5.1 Investigations can occur either as a result of issues being reported to us, or we can discover the issues ourselves as part of our proactive approach to enforcement. When an issue is reported to us, this can be by: a member of the public, another business or a regulated person, another regulator or other third party. We may also provide information to another regulator if they are best placed to deal with any breaches of legislation we discover.
- 5.2 We have several ways in which you can report issues to us. You can:
- Complete an online form on the relevant page (for example fly-tipping or anti-social behaviour) on our website www.selby.gov.uk
 - Call us on 01757 705101
 - Email us at enforcementteam@selby.gov.uk
 - Tell us at Access Selby, Market Cross Shopping Centre, Selby, YO8 4JS
 - Write to us at: Enforcement Team, Selby District Council, Civic Centre, Doncaster Road, Selby, YO8 9FT
 - Tell your local Community Officer
 - Tell your local Councillor – Councillor details can be found on our website
- 5.3 When an issue is reported to us, we will assess the information received and may make further enquiries to determine if the issue requires a full investigation – this may include us sending an officer out to do a preliminary investigation. This may be one of our Community Officers, Environmental Health Officers, Asset Coordinators

or other relevant officer. This officer will then report back with the details to establish if there has been a breach.

6. Investigating the issue(s)

6.1 General conduct

- 6.1.1 Enforcement action may result in us bringing either civil or criminal proceedings against an offender. How our investigations are conducted depends on whether the breach falls under legislation covering civil or criminal law.
- 6.1.2 We will carry out any formal interview(s) in line with this Policy and the Police and Criminal Evidence Act 1984.
- 6.1.3 We will carry out investigations in compliance with the relevant legislation and in accordance with any associated guidance or codes of practice, in so far as they relate to us.
- 6.1.4 By using this legislation (and associated guides) we control how evidence is collected and used. They also offer a range of protections to citizens and potential defendants.
- 6.1.5 In line with our principles we will keep all those involved in the investigations as well informed as possible about the progress of an investigation insofar as their involvement in the process is concerned. There may be times when it would jeopardise the investigation to keep certain people informed. On such occasions we will not provide any information and/or updates until such a time where the risk to the investigation has been deemed to be mitigated to an appropriate level.

6.2 Primary Authority

- 6.2.1 We must consult with any primary authority before we take enforcement action against a business.

6.3 Partnership Working

- 6.3.1 In certain types of enforcement partnership working is crucial to effective enforcement. A good example of this is the 'Safer Selby Hub'. Officers work closely with the Police and Social Services to ensure any issues are flagged and shared at an early stage. This allows for a coordinated approach to resolving issues to be achieved.
- 6.3.2 When tackling enforcement with partners we can have a shared or complimentary role. On occasion it will be more appropriate for other enforcement agencies or local authorities to deal with breaches of legislation, in these cases officers may pass details of the offence(s) to such other parties. In carrying out these duties we will still comply with our Enforcement Policy, but the other agencies will maintain the right to take any enforcement action that they consider to be necessary.

- 6.3.3 If an offender commits offences in a number of Local Authority areas, it may be more appropriate for one Local Authority to take a prosecution for all the offences, including ones that took place outside of its area. In such cases, we will enter into legal agreements with other councils for one authority to take the lead role: making provisions under section 19 of the Local Government Act 2000, section 22 of the Local Government Act 1972 or any other enabling power(s).
- 6.3.4 Our officers do not have the power of arrest. Therefore, as part of partnership working with the Police (or other agencies) instances may arise where the Police (or other agencies) consider that an arrest should be made in connection with our investigation.
- 6.3.5 When working with partners there may be situations where it is necessary to exchange information regarding enforcement activities with a partner organisation. In such circumstances, we will exchange the information, only in accordance with any established methods of information sharing and legal requirements. These include the requirements established by the Data Protection Act 1998, the Crime and Disorder Act 1998 and any information sharing protocols, codes of practice or memoranda of understanding that exist.

7. Deciding which action to take

- 7.1 There is a range of actions available to us to take against those who breach enforcement regulations. These actions are set out across the different pieces of legislation that we regulate. A decision on what enforcement action we will take is based on the merits of each case and after a full consideration of the consequences and the implications of the action.
- 7.2 There are a number of considerations we will take account of when determining which action to take, these include:
- a) The previous history of the breach/accused – whether any similar situation has been found before
 - b) The seriousness of the alleged offence(s), including:
 - i. Risk to the public or the environment
 - ii. Any intent or recklessness of the person(s) committing the alleged offence(s)
 - iii. Any obstruction of our officer(s)
 - iv. Whether the alleged offence(s) are considered to be a special priority locally (as determined by Executive or nationally as determined by Central Government)
 - c) If considering prosecution or the breach may lead to prosecution, whether there is enough evidence to provide a realistic prospect of prosecution
 - d) Whether any further action be in the public interest
 - e) Whether the action is likely to be deemed an adequate deterrent to further breaches
 - f) Whether the action is proportionate to the nature of the breach and the harm caused

- g) When appropriate whether the action will aim to restore the harm caused by regulatory non-compliance
- h) Whether the action will eliminate any financial gain or benefit from the non-compliance.

7.3 Where appropriate decisions about what enforcement action we will take may involve consultation between two or more of the following:

- a) Investigating Officer(s)
- b) Senior Manager(s)
- c) Lead Officer(s)
- d) Senior Officer(s)
- e) Our Legal department
- f) Primary Authorities
- g) Other regulators

7.4 The decision to prosecute a case will be taken by those with authority to do so in accordance with our scheme of delegation.

7.5 The following lists some of the more common enforcement actions available to us. This list is not exhaustive and other actions may be used where appropriate:

7.6 Compliance Advice, Education and Support

We are aware that the majority of our residents and businesses want to comply with the legal requirements. Therefore, where possible and appropriate, we will offer compliance advice education or support to the accused as the first form of enforcement action. This can be in several forms, for example verbal & written warnings. We take this approach as it offers a good use of resources and promotes a culture of trust and confidence. If a warning letter is issued and a similar breach is identified again, this letter will be considered when determining the most appropriate enforcement action.

7.7 Voluntary undertakings

We may accept a voluntary undertaking from the accused where they accept responsibility and will correct any breaches accordingly and to the appropriate standard. Failure to adequately complete this undertaking will result in further enforcement action.

7.8 Statutory/Formal Notices

7.8.1 Sometimes we are required to send a notice to stop an offender from doing an action that is a contravention of any relevant legislation. These notices include (but are not limited to):

Planning Notices

Breach of conditions
 Enforcement Notice
 Temporary Stop Notice
 Stop Notice

Health and Safety:

Improvement Notice
 Prohibition Notice

Licensing:

Notice to suspend Premises Licence
 Notice to suspend driver/operator
 Notice to suspend vehicle licence
 Closure order (imminent risk)

Environmental Protection:

Abatement Notice
 Variation Notice for an Environmental
 Protection Permit

General:

Detention Notice
 Closure Notice

PSH & LA Housing:

Improvement Notices
 Prohibition Notice
 Emergency Remedial Notice
 Hazard Awareness
 Demolition Order
 ASB/civil Injunction
 Notice Seeking Possession
 Introductory Tenancy Notice
 Introductory Extension Notice

Food Hygiene:

Detention of Food Notice
 Food Condemnation Notice
 Hygiene Emergency Prohibition notice
 Hygiene Improvement Notice
 Withdrawal of Detention of Food Notice
 Remedial Action Notice
 Notice of Determination that the Health Risk
 Condition Remains in Existence
 Notice of Intention to Apply for a Hygiene
 Emergency Prohibition Order

7.8.2 If you are issued a notice, it will clearly set out any actions that we need you to undertake. Common actions include stopping an activity immediately or steps which must be taken to rectify the breach. If we have included steps which must be taken to rectify the breach we will always include a reasonable timeframe in which to carry out these actions.

7.8.3. Failure to comply with a notice can be a civil or criminal offence and therefore may result in prosecution or in certain circumstances, where appropriate, we will carry out the work 'in default' and then we may recover our costs for doing so.

7.9 Financial penalties – Fixed penalty notice (FPN)

7.9.1 FPNs can be issued by different authorities, as a district council we can issue FPNs for:

- a. Littering
- b. Graffiti
- c. Fly-posting
- d. Nuisance parking (people selling or repairing cars on the road)
- e. Dog control offences
- f. Alarm noise (no nominated key holder)
- g. Noise Act offences
- h. Unauthorised distribution of free literature on designated land

- i. Abandoning a vehicle
- j. Waste receptacle offences

When we will issue an FPN We will only issue when all of the following apply	When we won't issue an FPN We won't issue if any of the following apply
✓ an offence has been committed	✗ there is no criminal liability
✓ an FPN is a proportionate response	✗ enforcement action is inappropriate or would be disproportionate for the offence
✓ there's evidence to support prosecution if the offender doesn't pay the fixed penalty	✗ prosecution is more suitable
✓ the offender understands why the FPN is being issued	✗ littering is done accidentally
✓ we believe that the name and address offered by the offender is correct	

7.9.2 When we issue an FPN we must state: the alleged offence, details about the offence, when and where the offence took place, how the FPN has been issued (in person or by post), the fine imposed (and if there is a prompt payment discount), when the fine must be paid by (we must give you at least 14 days) and how the fine can be paid.

7.9.3 Failure to pay your fixed penalty is a criminal offence. Therefore, if you do not pay your fixed penalty within the time given, we will initiate prosecution proceedings – unless there are exceptional circumstances for failure to pay. These legal proceedings must be commenced within 6 months of the failure to pay.

7.9.4 We cannot issue an FPN to any person younger than the age of 10 years old, we will, however, contact the parent or guardian of the child to make them aware of the child's behaviour. For those offenders aged less than 18 years old we will use special procedures and work with both the youth offending team and children's services.

7.10 Injunctive Actions, Enforcement Orders etc

7.10.1 Where appropriate we may seek an injunction or an order from the court. If granted this will mean that the court is giving direction to the offender that the breach is rectified and/or is prevented from re-occurring. Courts may also order that specified activities must be suspended until the breach has been rectified and/or safeguards have been put in place to prevent future breaches.

7.10.2 We seek enforcement orders following the issue of enforcement notices to allow the court the opportunity to confirm the restrictions imposed by the notice. Otherwise, we will usually only seek a court order if we have serious concerns about compliance with voluntary undertakings or a notice.

7.10.3 Failure to comply with a court order by an offender is considered to be contempt of court. This is a serious offence which may result in imprisonment.

- 7.10.4 In certain cases (eg Housing Benefit Fraud) administrative penalties can be used as an alternative to prosecution.

7.11 Simple Caution (previously known as a formal caution)

We will use a simple caution to offer a proportionate response to low-level offending where the offender has admitted the offence. Simple cautions offer the delivery of swift, simple and effective justice which reduces the need for prosecutions. This still allows us to record an individual's criminal conduct for possible reference in future criminal proceedings or in a criminal record (or other similar checks). These are all contributory factors to the simple caution being an effective tool which reduces the likelihood of re-offending occurring. A simple caution can only be issued to an adult.

7.12 Prosecution

- 7.12.1 Deciding to prosecute an offender is not a decision we take lightly. Before we decide to prosecute we will look at such things as:

- a. the seriousness of the offence
- b. whether the likely punishment of prosecution is proportionate to the seriousness of the offence
- c. if there has been any other enforcement action taken
- d. if the offender is purposefully and/or persistently breaking their legal obligations and this is likely to cause harm or loss to others
- e. if the breach is endangering to a serious degree the health and safety or wellbeing of people, animals or the environment
- f. if the offender has failed to comply with an enforcement notice, including non-payment of a fixed penalty notice

- 7.12.2 Any decision to prosecute must have regard to the Code for Crown Prosecutors (see paragraph 8). We will prosecute should our officers be assaulted or obstructed in the course of their duty.

- 7.12.3 A successful prosecution may result in the offender receiving a criminal record. In addition, the court will have power to add additional punishment as dictated by relevant legislation; this may include fines, prison sentences, the forfeiture and disposal of non-complaint goods and in some circumstances the disqualification of individuals from acting as company directors.

7.13 Refusal/Suspension/Revocation of licences

- 7.13.1 As previously mentioned certain types of people and businesses/premises require a licence, registration or authorisation to legally operate. We therefore take the granting and continued use of these licences, registrations and authorisations very seriously.

- 7.13.2 Should we see the need to refuse, suspend or revoke one of these licences, registrations or authorisations we will usually require one or more of the following statements to apply:

- a. The individual is not/is no longer a fit and proper person

- b. Legal obligations which were likely to cause material loss or harm to others have been deliberately and/or persistently breached by an individual/the organisation
- c. An officer has been obstructed from doing their duty by an individual/the organisation
- d. The individual/organisation has deliberately and/or persistently ignored written warnings or formal notices
- e. There has been deliberate and/or persistent breach(es) of licence conditions or byelaws by the individual/organisation
- f. The individual/organisation have endangered, to a serious degree, the health, safety or wellbeing of people, animals or the environment.

7.14 Seizure and Detention

7.14.1 Certain legislation enables authorised officers to seize goods, vehicles or equipment. For example food that is unsafe or sound equipment that is being used to cause a statutory noise nuisance. When the council seizes goods an appropriate receipt will be given. Where the law requires, the council will produce seized goods before the Magistrates' Court.

7.14.2 In certain circumstances officers will make an application to the Magistrates' Court for forfeiture of the goods, vehicles or equipment. Forfeiture may be used in conjunction with seizure and/or prosecution where there is a need to dispose of the goods, vehicle or equipment to prevent them being used to cause a further problem or to prevent them re-entering the market place.

7.15 Proceeds of Crime

7.15.1 We are aware of the impact that the powers given to us under the Proceeds of Crime Act 2002 can have when we enforce against offences where the perpetrator has derived a material gain from the crime. We will therefore commence enforcement action using these powers when they are deemed both applicable and appropriate.

7.15.2 It is also possible for the Courts to instruct us to carry out a Proceeds of Crime Investigation when they consider it to be appropriate.

8. Code for Crown Prosecutors ('the CCP')

8.1 The CCP is a code which is issued by the Director of Public Prosecutions and is widely available to view online. The CCP gives guidance on the general principles that as prosecutors we must apply when making decisions about prosecutions.

8.2 **Full code test** - Before we can prosecute, we must apply the two stages of the full code test. These stages are known as: (1) the evidential stage; and (2) the public interest stage.

8.3 **Evidential stage** - To pass the evidential stage and proceed to the public interest stage we must be satisfied that:

- a. There is enough evidence to justify prosecution of the defendant.
- b. The evidence will provide a “realistic prospect of conviction”
- c. The evidence will be admissible in court, reliable and credible – we are mindful that evidence must meet these criteria throughout our investigations

If we are not satisfied that all these criteria are met, we will not proceed with the prosecution.

8.4 Public Interest Stage - Once we are satisfied that we have passed the evidential stage, we then move on to the public interest stage in order to establish if prosecution is in the public’s interest. When determining if the case is in the public interest we must consider:

- a. How serious is the offence committed?
- b. What is the level of culpability of the suspect?
- c. What are the circumstances of and harm caused to the victim?
- d. Was the suspect under the age of 18 at the time of the offence?
- e. Is prosecution the proportionate response (or would another enforcement option be more appropriate)?
- f. Do sources of information require protecting?

The above list is not exhaustive or listed in order of significance.

9. Appeals

Generally speaking, appeals in relation to enforcement action are limited to those routes available to the appellant through the processes outlined in the relevant legislation to their case. However, to make this process as transparent as possible, we will inform you of any rights to representation or appeal and give information on the process involved in writing as soon as possible after the decision has been made.

10. Comments, Compliments and Complaints

It is our aim to be accountable for our actions. This is why we offer everyone the chance to have their say about how their experience with the Council has been. We offer this through our Comments Compliments and Complaints Policy which is available to view on www.selby.gov.uk.

11. Review

As a regulatory body, we are always monitoring changes to legislation. When changes take place, we review the policy and update it as necessary. We will also regularly carry out a review to monitor its effectiveness and keep it in line with best practice.

Selby District Council

REPORT

Reference: E/15/57

Item 9 - Public



To: The Executive
Date: 3 March 2016
Status: Key Decision
Report Published: 24 February 2016
Author: Mary Weastell, Chief Executive
Executive Member: Councillor M Crane, Leader and Councillor C Lunn – Lead Member for Finance & Resources
Lead Officer: Mary Weastell, Chief Executive

Title: Better Together Finance

1. Summary

- 1.1 This report sets out the results of the review of the current trial to integrate financial management services as part of the 'Better Together' collaboration with North Yorkshire County Council (NYCC). Overall the review concludes that the trial has been successful with a number of objectives achieved.
- 1.2 The review does however recognise that challenges around capacity (particularly within the wider NYCC team) meant that progress against some objectives had not progressed as well as planned – particularly support for the 2014/15 accounts close down. That said, preparations for 2015/16 close down are progressing well and appropriate (skilled and experienced) resources have been allocated.
- 1.3 3 options are considered based on the results of the trial: extend the trial; close the project with no integration; or, formally integrate the finance teams.
- 1.4 Given the results of the trial, formal integration is recommended – this option provides the added expertise and resilience that is currently lacking in the Selby team; it enables access to a broader skills mix to enhance the value that could be derived from the service; it allows flexibility of resource to better cope with peaks and troughs in workload; it facilitates operational efficiency and it delivers a financial saving - £67k p.a. at the top of NYCC grades.

Recommendations:

It is recommended that:

- ii) with effect from 1 April 2016, formal integration of SDC's financial management service with NYCC's finance service, be approved;

- ii) subject to an annual saving of £67k, delegated authority be given to the Chief Executive in consultation with the Solicitor to the Council to finalise the terms of the agreement with NYCC;
- iii) the Chief Executive be authorised to transfer the affected employees to North Yorkshire County Council under the Transfer of Undertakings Protection of Employment (TUPE) provisions;
- iv) with effect from the date of the agreement referred to in recommendation ii), Council designate the joint role: Chief Finance Officer (s151) Selby District Council and Assistant Director Strategic Resources, North Yorkshire County Council as the Chief Finance Officer for Selby District Council under the provisions of s151 of the Local Government Act 1972.

Reasons for recommendation

To deliver service resilience and improvement, and cashable efficiencies.

1. Introduction and Background

- 1.1 The Better Together Programme has been established to explore opportunities for Selby District Council (SDC) and North Yorkshire County Council (NYCC) to collaborate in service delivery to the mutual benefit of both organisations and the public they serve.
- 1.2 Through the programme a number of projects have been developed to investigate opportunities relating to property, customer-related services and back office functions. A paper was presented to the Better Together Steering Group in December 2014 outlining proposals for integrating financial management services.
- 1.3 The proposal aligned to SDC's plans for the finance function, was built upon NYCC's 2020 Finance vision and presented a blue print for providing financial services. The aim was to achieve an integrated service for SDC that could then be replicated for other potential clients in the future. The proposals were positively received and the steering group supported the initiation of this project and approved a trial to explore the arrangements before reporting back on recommendations for the future service.
- 1.4 For the purposes of the trial and to aid integration, SDC's Executive Director (and s151 Officer), Lead Officer Finance, and 4 Finance team members were effectively seconded to NYCC for 12 months from 1 April 2015. The Executive Director role became a dual role as an Assistant Director Strategic Resources (and Lead Business Partner) NYCC and Executive Director (s151) SDC – split 50:50 across the 2 organisations and replacing 2 previous full-time roles.
- 1.5 The rest of the Finance Team remained 100% dedicated to SDC and were supplemented by a 0.7% FTE from within NYCC's wider team to replace 1 FTE Accounting Technician post at SDC that was made redundant prior to the commencement of the trial.
- 1.6 The associated staffing costs of the SDC service for 2015/16 were estimated at £250k, which achieved a saving in 2015/16 of £44k for Selby and £58k for NYCC. Future savings are dependent upon the ultimate team structure proposed following the trial.

- 1.7 This report considers the objectives of the original business case and reviews progress of the trial over the 9 months to December 2015; it identifies options for the service moving forward and makes recommendations on the preferred option.

2. The Report

Trial Review

- 2.1 A number of objectives were set out at the commencement of the trial – the following sections consider each objective in turn:

Objective 1: Provide tailored strategic financial management support that meets the specific needs of Selby District Council and Access Selby, and their leadership teams.

- 2.2 In order to support the trial a temporary realignment of SDC's Executive Director's duties was undertaken to allow this role to focus mainly on Finance. At the same time the restructure of NYCC's Finance team allowed the more strategic elements of an existing Assistant Director Role to be shaped into a Lead Business Partner Role supporting NYCC's Corporate Director Strategic Resources and providing s151 services to external partners (initially the North York Moors National Park in addition to SDC).
- 2.3 The trial assumed that on average there would be a physical presence at Selby for 50% of the time but recognised that a degree of flexibility would be needed to cope with differing peaks in workload and key meeting attendance. Over the period April to December this has been largely achieved but some meetings (on both sides) have been missed due to competing demands.
- 2.4 During the trial the arrangement has worked well and opportunities for efficiency and synergy have emerged – for example letting a joint contract for treasury management advice has enabled joint meetings with the Councils' advisors which in turn is enabling shared learning and ideas generation to improve investment returns and achieve revenue savings.
- 2.5 During the period of the trial a number of key strategic financial outcomes have been achieved:
- Financial advice to senior management and members – including support following Local Government Finance Settlement/Rate relief matters/project financing etc, attendance at Executive and Audit and Governance Committee, support for Lead Member for Finance and Resources;
 - Sign-off of statutory accounts (including Value for Money judgement and Whole of Government Accounts) by 30th September – unqualified external audit opinion;
 - Refresh of Medium Term Financial Strategy – approved by Executive September 2015 and then refreshed following Autumn Statement November 2015;
 - Leadership of budget process – support for corporate away day, draft budget approved for consultation, and budget proposals finalised in light of the Local Government Finance Settlement;
 - Oversight of quarterly management accounts and treasury reports to Executive;
 - Liaison with internal and external auditors
 - Leadership of the internal control environment (internal audit, risk management, counter fraud, information governance and oversight of the Annual Governance Statement and associated actions).

All service outcomes have been achieved to date and positive feedback has been given by the Chief Executive at Selby and the Corporate Director at NYCC.

- 2.6 There have been some concerns raised about the potential for conflicts of interest with the s151 Officer being provided by NYCC. Although there have been no instances of this during the trial it will be important to ensure that the potential for such conflicts is recognised in the specific service agreement under the Collaboration Agreement between the two organisations and to ensure that there are processes (including appropriate ethical boundaries) to deal with such circumstances. It should also be recognised that the s151 role will take precedence if such conflicts arise.

Objective 2: Facilitate self-service for budget managers.

- 2.7 For SDC the foundations for a business partner approach are already in place through our existing financial 'Collaborative Planning' system. The finance team has been working closely with managers to build their skills and confidence. The Collaborative Planning tool facilitates self-service which in turn frees capacity within Finance to focus on more added value activities that better meet the needs of service managers.
- 2.8 Subject to the outcome of the trial, over the coming months more training will be delivered, further self-serve tools will be developed and deployed through SDC's intranet and consideration will be given to accessing NYCC's Finance Enquiry Service.

Objective 3: Re-align staff resources to value-adding activities and reduce time spent on transactional tasks.

- 2.9 SDC team roles have been realigned to NYCC's structure and primary responsibilities have been assigned:
- Lead Officer (4C) – Financial Planning/Commercial and Projects
 - Senior Finance Officer (4A) – High Risk Budgets
 - Senior Finance Officer (3B) – Technical
 - Finance Officer (2C) – Commercial and Projects
 - Finance Officer (2C) - Technical
- 2.10 SDC has a small centralised finance team and whilst the team can cope with the day to day financial management of the Council, there is limited capacity due to the broad variety and increasing demand and complexity of work that can require skills which the team either do not have or that are prioritised elsewhere.
- 2.11 Over the last 2/3 years there has been a gradual move away from transactional work towards 'added value' activities with more transactional tasks being either re-engineered and/or passed to Business Support. However, the existing team structure limits the potential for this approach.
- 2.12 The reshaping of the skills profile of the team has started with the initial redundancy of 1 FTE Finance Officer role from April 2015 which has been 'replaced' with a basket of support from a range of officers within the wider NYCC team. However, further strengthening of professional accountant skills is necessary to achieve the full vision of a 'value added service'.

Objective 4: Improve quality of financial (and non-financial) data/analysis and business intelligence.

- 2.13 This is an area where considerable progress has been made during the trial. SDC's budget risk assessment has been reviewed and a zero based approach has been taken to SDC's higher risk budgets.
- 2.14 Budget briefs for all high risk budgets have been written to support flexible resource allocation, extend knowledge within the Finance Team and to challenge base budgets.
- 2.15 A detailed review of modelling income and resources for the Planning Service has been carried out by one of the qualified accountants within NYCC's wider team.
- 2.16 A Value for Money review has been undertaken which has identified a number of areas for targeted efficiency/transformation work or issues for further exploration.
- 2.17 Targeted financial advice and support has been provided to SDC's Commercial Development project, (including a review of the Council's charging policy) with the aiming of increasing income generation for SDC.
- 2.18 Creating additional capacity for these types of activity would allow more value to be derived from the service as a whole.

Objective 5: Deliver a range of technical financial/accounting tasks through deployment of dedicated professionals from within the wider NYCC team.

- 2.19 This is a current key weakness for SDC as other than the Executive Director (a qualified CIPFA accountant) there is no suitably senior/experienced Local Government accountancy professional within the SDC Finance team. SDC took a strategic decision to recruit a Lead Officer Finance with a private sector background and management accounting qualification to support its commercialisation agenda.
- 2.20 Since the appointment of the current Lead Officer Finance this support has been bought in on an ad-hoc basis. Whilst the arrangement has worked well it is acknowledged that this is not a sustainable solution and some significant skill/knowledge gaps remain within the team.
- 2.21 The trial has provided the opportunity to tap into the specialist knowledge and skills within the wider NYCC team although progress has been limited due to a general lack of capacity within the wider NYCC team as a result of the implementation of a new finance system, a major transformation project across the whole of the finance function and departmental restructure/down-sizing. The areas covered and progress made to date are:

Final Accounts

Some support was provided from the wider NYCC team although external resources were required to complete the 2014/15 close down and complete the Whole of Government Accounts.

A senior officer has now been assigned to oversee and co-ordinate this work for 2015/16 and planning/preparation is progressing well. There are no plans to use

additional alternative resources and resource allocation is entirely from the combined in-house team.

Budget Support

There was insufficient capacity within the wider team to provide technical budget support to SDC during September/October. The call on this type of work was relatively low and was covered by the s151 Officer with external support.

Treasury Management

Treasury Management has been successfully integrated, with SDC funds being swept into NYCC's bank account on a daily basis. Quarterly monitoring reports are prepared by the Treasury team and work on the annual Treasury Management Strategy is nearing completion. In addition a joint consultancy service has been procured and an on-going saving generated.

Tax Management

This is an area for development for both organisations and senior resource has been assigned to improve the quality of Tax advice and planning. Specialist VAT advice is provided by external consultants and there is an opportunity to procure this jointly in the future when the current contracts are retendered.

Corporate Financial Intelligence

A small sub-group including officers from the wider NYCC team and the Lead Officer Finance from SDC, has been established. This group considers, co-ordinates and disseminates the financial intelligence required to inform both Councils' Medium Term Financial Strategies.

Briefings on the Autumn Statement and Local Government Finance Settlement have been prepared.

Business Rates and Council Tax Accounting

This is a developing area for both organisations and opportunities to share learning and understand the accounting requirements for both billing and precepting authorities are key strengths of the integrated Finance team.

Joint training took place in January 2016.

Objective 6: Review and make recommendations on the Finance IT system (SDC's current system v NYCC's Oracle system) that will be used to support the future service.

- 2.22 An initial review of NYCC's Oracle system was undertaken and reported to Better Together Programme Board in September 2015. At that time, the cost of the system and some key functional gaps (for example no scanning for creditor invoices) meant that it was not recommended but it was agreed that this would be revisited when the system implementation had been completed at NYCC.
- 2.23 The original business case for Finance integration acknowledged that a shared system would provide some potential for operational efficiency but it was not a requirement for team integration.
- 2.24 Subject to the decision on team integration, the business case for an integrated system will be revisited over the next 2/3 months.

Financial Savings and Other Benefits Realised

- 2.25 Benefits realised from the trial include a staff saving of £102k across both organisations. In addition a further £6k has been achieved from shared consultancy and publications.
- 2.26 Team integration/familiarisation has also been encouraged through joint away days and new working relationships between Selby and North Yorkshire are forming, which in turn are sparking further opportunities for knowledge and skills sharing (the planning modelling is such an example).
- 2.27 The relocation of 1 NYCC Finance team member with the SDC team has helped to combat isolation following the NYCC restructure and this in turn may enable more integrated working in future.
- 2.28 The aim of providing a blue print for potential future clients is currently being tested with the North York Moors National Park Authority. NYCC currently provide a range of financial services to the authority. The contract is due for renewal from April 2016 and negotiations to extend the service based on the NYCC/Selby model are currently in progress.

Options for the Service

- 2.29 Overall the review concludes that the trial has delivered on a number of objectives despite the challenges over capacity across both organisations. Following the review of the trial, 3 options have been considered:
 - i. Extend the trial
 - ii. Close the project with no integration
 - iii. Formally integrate the finance teams

Extend the trial

- 2.30 This option is an extension of the existing trial to enable further exploration of key tasks that have not yet been tested – principally leadership of the close down process.
- 2.31 This option would also enable the further review of the Finance IT System proposal to be incorporated into the overall proposal and it would also allow review of the service requirements following the current organisational review at SDC, which is due for implementation from April 2016.
- 2.32 Continuation of the trial would require extension of the secondment arrangements.
- 2.33 The key benefit of an extension would be time to evidence the success of technical support for final accounts close down – a key service outcome for SDC and one which has not yet been fully supported.
- 2.34 The arrangements have generally worked well during the trial in spite of the capacity issues highlighted previously. However whilst there remains a degree of separation between the two teams, inevitably this will limit integration.

- 2.35 There is no doubt that the necessary expertise SDC requires is available from the wider NYCC team but true integration needs shared ownership of the agreed service outcomes.
- 2.36 Following the NYCC restructure evidence of this shared ownership is growing, with SDC's resource needs being appropriately prioritised and scheduled alongside NYCC's - preparation for the 2015/16 close down process is progressing well and there is confidence in the officers assigned to this work.
- 2.37 There would be some benefit to incorporating the Finance IT system review into the trial although the initial business case was built on the basis that an integrated Finance system was not a requirement of team integration - rather it was a further opportunity for efficiency that could be considered at a future point - nine months into the trial, this remains the case.
- 2.38 The current organisational review at SDC will undoubtedly mean changes to budget officer responsibilities and to the structure of the organisation's management accounts. However the need for sound financial advice and support remains. The proposed service specification is outcome based and therefore arrangements can be flexed to meet operational needs as required. Access to a larger pool of staff will enable more flexibility and any future arrangements should allow for annual review of service outcomes and provide for an appropriate degree of contingency should things change/emerge in the interim.
- 2.39 Throughout the trial the staff members concerned have been engaged in the process and have embraced the opportunities presented. However, extending the trial would mean continued uncertainty (in particular for SDC staff) in relation to the future of their roles.
- 2.40 Given the review of the arrangements to date it is considered that there is sufficient evidence to support a decision on whether or not to proceed and therefore extending the trial is not recommended.

Close the project with no integration

- 2.41 Under this option the trial would be brought to a close, SDC employees would continue to be employed by SDC and no integration of Finance services would take place.
- 2.42 This would require the technical expertise that is currently missing from the SDC team to be sourced elsewhere – either through the arrangements previously in place, through a direct appointment or through another partner.
- 2.43 As highlighted in **paragraph 2.20** the previous arrangements have worked well but they are not sustainable. And given previous experience of recruiting it is unlikely that a suitably qualified and experienced accountant will be found. However, even if such an individual could be recruited the challenge of resilience, capacity and expertise within a small team would remain.
- 2.44 The Better Together programme provides a solid foundation on which to build a highly skilled professional Finance support service making the best use of a large pool of resource to meet the needs of SDC and to build a credible service offer to future prospective clients.

- 2.45 This option would also mean the savings that have been realised through the trial period would no longer continue.

Formally integrate the finance teams

- 2.46 This option is the formalisation of the trial arrangements including the transfer of SDC Finance staff to NYCC.
- 2.47 The review of the trial has shown that the arrangements have been successful although there is further work to be done (particularly around close down).
- 2.48 The service delivered would be that set out at **Appendix A** and the arrangement would be governed by the Collaboration Agreement between SDC and NYCC. The s151 role would be delivered in accordance with the principles set out in CIPFA's "The Role of the Chief Financial Officer in Local Government".
- 2.49 Under the proposed arrangements the current Executive Director (s151) post will be deleted. The s151 role is to be covered at Assistant Director level within NYCC's management structure – this reflects the strategic nature of the role and allows synergy which is important for the overall viability of the package of support. This does mean an increase in the grade of this role but the financial package agreed (a notional £37k towards 50% of the role, within the overall cost) negates the impact for Selby and achieves a £35k saving p.a.
- 2.50 The integration option provides a sustainable solution for the skills gap within SDC's current financial management services and provides the resilience and flexible resources that the Council needs.
- 2.51 Access to the broader skills mix within the wider team would allow tasks to be matched with the right skills sets, which in turn would lead to more efficient and effective delivery of services and improved outcomes (i.e. supporting decision making) for SDC.
- 2.52 The integration of SDC staff into the wider NYCC team will also provide exposure to a more varied mix of work which will help to build the necessary skills and experience to add further value to both organisations. And a larger team would also provide career progression and assist succession planning – things that are challenging in a smaller organisation and present a risk to skills retention.
- 2.53 Integration also allows the re-profiling of skills employed on SDC's financial management service – changing the emphasis and resources towards higher level accountant skills and away from transactional work – again something that is difficult to sustain with a smaller team.

Recommended Option

- 2.54 In summary option 3, formal integration, is recommended – this option provides the added expertise and resilience that is currently lacking in the Selby team; it enables access to a broader skills mix to enhance the value that could be derived from the service; it allows flexibility of resource to better cope with peaks and troughs in workload; it facilitates operational efficiency and it delivers a financial saving - £67k p.a. at top of NYCC grades.

- 2.55 The transition to the new arrangements provides opportunity to re-profile the skills mix within the team and a reduction in one Finance Officer (Band 2C) post is proposed. The Lead Officer Finance leaves SDC in mid-March and an application for voluntary redundancy has been received (from a Senior Finance Officer) and accepted. In addition one of the Finance Officers within the Selby team has secured a promotion within the wider NYCC team. These changes provide an opportunity to reassess the skills within the SDC based team.
- 2.56 The service will build upon the work done to date to adopt a ‘business partner’ approach which focuses on value added activities and provides the tools to further embed Budget Manager self-service. The arrangements also provide for a review of NYCC’s financial management system, Oracle – with the potential for Selby to transfer onto this system, subject to a viable business case.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

- 3.1.1 A service specification was drafted for the trial and this will be updated and form part of the formal collaboration agreement between SDC and NYCC.
- 3.1.2 TUPE will apply to SDC staff members. Consultation has commenced with an anticipated implementation date of 1 April 2016, subject to ultimate approval of the Executive and no significant issues arising from the consultation with employees. None of the affected employees are members of a Union but Unison has been informed of the developments as part of our wider engagement on Better Together.
- 3.1.3 The requirements of the ‘Chief Finance Officer’ role are set out in s151 of the Local Government Act 1972 and then subsequently extended by s114 of the Local Government Finance Act 1988. The Council is required to designate an officer as the Chief Financial Officer.
- 3.1.4 There is the potential for conflicts of interest with the s151 role although none have arisen during the trial. It is important that arrangements to deal with such conflicts are clear in the legal agreement between SDC and NYCC - and it is stressed that the s151 role will take precedence if conflicts arise. Dual reporting lines to NYCC’s Corporate Director and SDC’s Chief Executive are proposed for this joint role and it will continue to be part of SDC’s senior leadership team.

3.2 Financial Issues

- 3.2.1 The pre-trial costs of the Finance service are:

Pre-Trial Structure	£000	Notes
Exec Director - 5C	72	1 FTE – Subject to TUPE
Lead Officer - 4C	53	1 FTE - Vacant from 14/03/16
Senior Finance Officer - 4A	43	1 FTE – Subject to TUPE
Senior Finance Officer - 3B	37	1 FTE - V.R. application accepted
Finance Officers - 2C x 3	90	3 FTE – 1 redundancy w.e.f. 01/04/15; 1 vacant post; and 1 post subject to TUPE
Technical Support – Other	10	0.2 FTE
Total	305	7.2 FTE

- 3.2.2 Overall a net 1.8 FTE reduction is proposed for the service - one redundancy was delivered from April 2015 and a further one is anticipated from June 2016. Including

the net saving of £35k on the Executive Director role (based a notional cost of £37k for this joint role), the total annual saving arising from the proposed arrangements is £67k.

- 3.2.3 The proposed price to be charged by NYCC to SDC is £238k p.a. plus incidental costs. In addition to staff costs, incidental costs would also transfer to NYCC (and be added to the price charged) subject to agreement – examples include books and publications, subscriptions, specialist advice and professional training. It is proposed that the price is subject to an annual uplift from 1 April each year in line with the public sector pay award (National Joint Council rates).
- 3.2.4 The cost of the voluntary redundancy is £63k (including redundancy and strain on pension fund) and should the Better Together collaboration go ahead it is proposed that this be funded from the Better Together Fund with SDC effectively covering 50% of this cost. If the proposals are not approved then SDC would meet the full cost.
- 3.2.5 A work programme will be agreed prior to the commencement of each financial year. The programme will be outcome based with opportunity to increase this on a daily rate basis should SDC require additional work.

4. Conclusions

- 4.1 Overall the review concludes that the trial has been successful with a number of objectives achieved. The review does however recognise that challenges around capacity (particularly within the wider NYCC team) meant that progress against some objectives had not progressed as well as planned – particularly support for the 2014/15 accounts close down although preparations for 2015/16 close down are progressing well.
- 4.2 In summary option 3, formal integration, is recommended – this option provides the added expertise and resilience that is currently lacking in the Selby team; it enables access to a broader skills mix to enhance the value that could be derived from the service; it allows flexibility of resource to better cope with peaks and troughs in workload; it facilitates operational efficiency and it delivers a financial saving - £67k p.a. at top of NYCC grades.

5. Background documents

CIPFAs: The Role of the Chief Financial Officer in Local Government

Appendices

Appendix A - Financial management service specification

Contact Details

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Better Together - Financial services – Service Specification

Strategic Financial Leadership

Role/function	Services delivered	Performance Measure/Target
<p>S151 Officer Accountable to SDC’s Chief Executive, and working closely with Access Selby’s Managing Director and corporate management teams, the Lead Member for Finance and Resources and the finance manager; this crucial role aims to provide confidence that Selby’s finances are well managed to support delivery of corporate objectives. As a key leadership role it is envisaged that this will remain part of Selby’s management teams with dual reporting lines to SDC’s CE and NYCC’s CDSR.</p>	<p>Responsibility for ensuring proper administration of financial affairs in accordance with CIPFA’s “Role of the CFO” - including financial strategy (revenue and capital) and budget management framework, treasury management strategy, fit for purpose financial procedure rules, internal and external audit arrangements, counter fraud and risk management).</p> <p>Advice and support to officers and members on all aspects of financial management.</p> <p>Leadership support to finance manager.</p> <p>Attendance at key officer and member meetings to provide strategic financial input and advice to support decision making.</p>	<p>Unqualified external audit opinion and value for money conclusion by 31 December; Management Teams and members (Executive and Audit and Governance Committee) satisfied with service.</p>
<p>Medium to long term financial strategies (General Fund and HRA) These provide the framework for financial decision making. The strategies will align to corporate objectives, will consider Selby’s unique financial profile and provide 3 scenarios (worst/best/mid case) to inform decisions on Council Tax, housing rents, resource allocation (revenue and capital), reserves and savings.</p>	<p>Formulation of the strategies will begin with engagement with senior management and members to gain an in depth understanding of the key financial drivers.</p> <p>Using Selby’s existing financial (and other) intelligence, the strategies will provide a high level forecast of resources, revenue and capital spend/financing and reserves and identify any level of savings that may be required.</p> <p>The strategies will be presented in report format with an overview presentation for senior leadership teams and leading members.</p>	<p>MTFS and HRA Business Plan approved by Council by 31 March.</p>

<p>Access Selby Business Plan Selby's service delivery arm needs a tailored approach to longer term financial planning which recognises the commercial development of Access Selby's business.</p>	<p>As with the financial strategies above this will involve engagement with senior management and board members to gain an in depth understanding of the key financial drivers. It will present high level forecasts of turnover, costs of sales and overheads based upon assumptions on sales and key PIs. Working closely with Access Selby's management team these financial elements will be integrated fully into Access Selby's Business Plan as required.</p>	<p>Business Plan approved by Access Selby Board by 31 March.</p>
<p>Treasury management strategy Proactive treasury management is a crucial part of financial management and can facilitate the delivery of long term organisational objectives. Sensitive to organisational risk appetite, the strategy will underpin cash flow management and provide the resources to support delivery of Selby's capital and revenue spending plans.</p>	<p>Liaising with treasury management advisors and technical treasury administrators to deliver annual Treasury Management Strategy and quarterly monitoring reports.</p>	<p>TMS approved by Council by 31 March.</p>
<p>Budget management Sound financial management requires robust financial forecasting with budgets constructed on the latest available intelligence. In year monitoring/reporting of actual income and spend along with appropriate and responsive remedial action when unforeseen issues arise.</p>	<p>Overview and corporate leadership of annual budget cycle aligned to corporate and financial strategies. Quarterly reporting of management accounts to management teams and members.</p>	<p>Lead annual Corporate Away days with Management Team and Executive (October and November); Draft Budget approved for consultation (December); Budget consultation delivered (December and January); Draft budget approved by February. Annual budget approved and Council Tax set by 31 March; Quarterly exception reports, incorporating recommendations for dealing with financial pressures/remedial action, to management teams and members.</p>

<p>Statutory accounts High quality financial statements give confidence to stakeholders. Working with the finance manager, this will deliver Selby's accounts to meet statutory and professional requirements and deliver an unqualified external audit opinion.</p>	<p>High level input, review and sign off of statutory accounts to meet CIPFA SORP requirements, including: treatment of fixed assets, provisions for doubtful debts, appropriation of reserves, supporting accounting policies and notes.</p>	<p>Accounts signed off for external audit by 30 June; Accounts approved by Audit and Governance Committee by 30 September; Unqualified external audit opinion on Financial Statements by 30 September.</p>
<p>Annual Governance Statement Working with the Monitoring Officer and senior managers, demonstrating strong financial and corporate governance using a risk based approach.</p>	<p>Review and sign off of statutory annual governance statement, including: identification and follow up of any required key governance improvements.</p>	<p>AGS signed off for external audit by 30 June; AGS approved by Audit and Governance Committee by 30 September; Unqualified external audit opinion on Financial Statements by 30 September; Actions from previous statement implemented by 31 March.</p>
<p>Senior Information Risk Owner (SIRO) Sound information governance requires the input of all parts of the organisation. At Selby day to day management is undertaken by the Solicitor to the Council but in order to ensure this subject retains its high profile the SIRO role is assigned to the s151 Officer.</p>	<p>Corporate leadership of information governance – including management arrangements and reporting requirements.</p>	<p>Annual IG report to Audit and Governance Committee 31 March; Minimum requirements met, as identified through annual review and action planning.</p>
<p>Audit liaison Internal and external audit.</p>	<p>'Commissioning' of audit services to meet organisational requirements, including: working with internal audit and senior managers to formulate an audit plan that is closely aligned to Selby's corporate (Core and Access Selby) and service risk registers; monitoring to ensure delivery of the plan to agreed service standards; attendance at key officer and member meetings. Liaison with external auditor to ensure that financial governance arrangements are fit for purpose.</p>	<p>Internal Audit Plan approved by Audit and Governance Committee by 31 March; External Audit plan agreed and reported to Audit Committee by 31 March; Quarterly IA progress reports to Audit and Governance Committee; Quarterly liaison meetings with EA and satisfactory reporting through Audit and Governance Committee.</p>

Business Partner

Role/function	Services delivered	Performance Measure/Target
Business planning/development	Modelling financial forecasts and applying a range of variables/risks/sensitivities to present appropriate scenarios to inform business plans.	Business Plans supported by appropriate financial intelligence, analysis and risk assessments.
Budgeting	Co-ordination and support for the annual budget process including growth and savings. Intensive support for high risk budgets.	In year income/expenditure within tolerance +/- 2% of approved budget/financial targets.
Business cases	Providing financial expertise to deliver sound business cases based upon robust intelligence and with appropriate scenario planning.	All business cases to include financial information and risk assessment.
Investment appraisals	Using whole life costs and appropriate appraisal techniques e.g. net present value and internal rate of return to consider range of options to inform decision making.	All investment decisions supported by appropriate appraisal techniques.
Pricing	Considering service/corporate objectives/drivers, service and 'product' costs (direct and indirect) overheads and potentially 'profit' margins; comparison with competitors to make informed recommendations.	All pricing decisions supported by appropriate financial intelligence.
Improving value for money Demonstrating value for money is a requirement for external audit but importantly it is a key business driver – helping to deliver more with less and adding stakeholder value. In times of increasing austerity and competition knowing how Selby and Access Selby compare against others will be crucial to success – helping to inform business decisions and ultimately increase market share.	Reviewing and analysing financial and performance data; benchmarking against sector standards and other relevant 'competitors'; identifying areas for improvement; supporting benefits realisation.	Annual VFM review with SMART recommendations for improvement, approved by management teams; Satisfactory VFM conclusion from external audit.
Overall satisfaction	The ad-hoc and qualitative nature of this service will require performance to be measured through client feedback.	Quarterly feedback gathered, analysed and services changes proposed/implemented as required.

Integrated Finance

Role/function	Services delivered	Performance Measure/Target
<p>General financial advice to officers</p>	<p>Application of financial procedure rules, coding queries/account set up.</p>	<p>Attendance at Management meetings; Annual Budget Officer training programme delivered; Budget Officer manual available on-line; Ad-hoc enquiries minimised (target to be agreed following year 1 baselining)</p>
<p>Financial reports Collaborative Planning (part of Selby's financial management system) provides a self-serve channel for budget officers.</p>	<p>Daily/monthly/quarterly budget management reports.</p>	<p>Budget officers satisfied with financial information;</p>
<p>Financial systems and infrastructure Selby's existing finance system has been in place for nearly 5 years and is currently hosted by Richmondshire District Council following a joint procurement with Hambleton and Richmondshire councils. The system provides commitment accounting and electronic procure to pay with automated workflow. The current contract is due to expire in March 2015 but an extension is being negotiated to allow an assessment of NYCC's Oracle system following NYCC's implementation, which is currently in progress.</p>	<p>General Ledger/Drs/Crs/Bank Rec with supporting key feeder system interfaces (e.g. cash receipting, Revs and Bens, payroll etc) – including systems administration (expert user not ICT technical support).</p>	<p>Feeder systems reconciled to agreed programme; Invoices matched to POs maximised (KPI to be agreed); Business case for system continuation/replacement approved and implemented by 31 March 2016.</p>

Technical Finance

Role/function	Services delivered	Performance Measure/Target
Closedown of accounts (including WGA)	Co-ordination and preparation of statutory statement of accounts and input into reporting requirements including preparation of returns for central Government (RO/CO/Capital Receipts etc).	Financial statements and returns completed by 30 June with no material misstatements/errors confirmed by external audit.
Operational treasury management	Co-ordination/oversight of day to day treasury management activity including investment and borrowing management.	Prudential indicators met; Benchmark investment return achieved.
VAT/tax advice and management	First line support and advice and access to specialist support as required through externally commissioned specialist services.	Annual VAT training for staff and managers; Annual assessment of VAT partial exemption and recommendations on 'option to tax'; Review of capital schemes and service contracts to assess VAT/Tax implications and make appropriate recommendations to achieve most tax efficient position for the Council.
Insurance	Oversight of insurance arrangements including liaison with advisors/insurers and management and analysis of claims history (note claims administration undertaken by Business Support team).	Insurance contract in place; Quarterly claims reporting to identify trends and feedback to service managers.
Provision of corporate financial intelligence (e.g. inflation forecasts, interest rates)	Intelligence to support annual budgeting and ad-hoc requirements.	Intelligence provided to inform annual budget setting; Key stats circulated quarterly.
Business rates and council tax accounting	Oversight and implementation of accounting requirements and liaison with Revenues teams.	Production of budgets/forecasts of BR and CTax Collection Funds; Annual accounts and associated returns including calculation of safety net/levy payments.