

# Selby District Council



## Agenda

Meeting: **Executive**  
Date: **Thursday 2 June 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 12 May 2016 (pages 1 to 4 attached).

### 3. Disclosures of Interest

A copy of the Register of Interest for each Selby District Councillor is available for inspection at [www.selby.gov.uk](http://www.selby.gov.uk).

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

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

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

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

#### **4. Performance Delivery Report – Quarter 4 – 2015/16**

Report E/16/1 provides details of the Councils delivery against key performance measures and Corporate Plan Priorities (pages 5 to 47 attached).

#### **5. Treasury Management – Annual Review 2015/16 – Key Decision**

Report E/16/2 reviews the Council's borrowing and investment activity (Treasury Management) for the financial year to 31 March 2016 and presents performance against the Prudential Indicators (pages 48 to 57 attached).

#### **6. Revenue and Benefits Procurement Exercise**

Report E/16/3 report updates the Executive on the procurement of a Strategic Partner for the delivery of the Revenues and Benefits Services at Selby and Craven District Councils. (pages 58 to 61 attached).

#### **7. Start Time of Executive Meetings 2016/17**

To agree the start time of Executive meetings for the 2016/17 Municipal Year.

**Mary Weastell**  
**Chief Executive**

<b>Dates of next meetings</b>
<b>16 June 2016 – Executive Briefing – 2pm</b>
<b>7 July 2016 – Executive 4pm</b>

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

## **Recording at Council Meetings**

Recording is allowed at Council, committee and sub-committee meetings which are open to the public, subject to:- (i) the recording being conducted with the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Manager using the details above prior to the start of the meeting. Any recording must be conducted openly and not in secret.



# Selby District Council



## Minutes

### Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	Thursday 12 May 2016
Time:	5pm
Present:	Councillors J Mackman (Chair), C Lunn, and C Metcalfe.
Officers present:	Mary Weastell, Chief Executive, Karen Iveson, Chief Finance Officer (s151), Gillian Marshall, Solicitor to the Council, Michelle Dinsdale – Senior Policy Officer, Rachel Crossley – Graduate Trainee, Policy and Palbinder Mann, Democratic Services Manager.
Public:	0
Press:	1

NOTE: Only minute number 110 and 111 are subject to call-in arrangements. The deadline for call-in is 5pm on Tuesday 24 May 2016. Decisions not called in may be implemented from Wednesday 25 May 2016.

#### **107. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors M Crane and D Peart.

#### **108. MINUTES**

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The Executive considered the minutes from the meeting held on 14 April 2016. It was noted that the second resolution under minute item 106 should be amended to read as follows:

- ii) **To give delegated authority to the Chief Finance Officer in consultation with the Lead Councillor for Finance and Resources to finance the schemes in accordance with the ‘funding hierarchy’ set out in paragraph 3.9 of the report to achieve the most beneficial outcomes for Selby District Council.**

**RESOLVED:**

**To approve the minutes of the meeting held on 14 April 2016 with the above amendment for signature by the Chair.**

**109. DISCLOSURES OF INTEREST**

There were no declarations of interest

**110. CORPORATE CHARGING POLICY**

Councillor Lunn, Lead Executive Member for Finance and Resources presented the draft Corporate Charging Policy for consideration.

Then Lead Executive Member for Finance and Resources explained that an amendment to the financial procedure rules in the Constitution would be considered at the next Council meeting.

It was clarified that the policy did not include any changes to green waste or car parking and these areas would be covered by separate reports which would be brought before Councillors in due course.

It was felt that the wording in Appendix 1 needed to be amended to be titled “Subsidised Services”, with ‘free services’ changed to ‘Fully Subsidised Services’ and ‘Subsidised Rates’ changed to ‘Partially Subsidised Services’ to provide clarity.

Clarification was sought regarding what charges could be amended by officers and what amendments needed to be brought back to the Executive for a decision. It was felt this needed to be clarified in the policy.

The Executive were informed that if there were new chargeable services to be introduced, charges for these would be brought back to the Executive for a decision however if there were new or amendments to charges for current chargeable services (subject to

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the exceptions included in the policy) then these decisions would be taken by officers.

The Chair felt that the second paragraph on page three of the policy needed to be amended as it was felt the message was confusing on why the Council was introducing charges for services. The Council's aim is to deliver great value.

**RESOLVED:**

- i) To accept the amendments to page 3 regarding the aim to deliver great value and to Appendix 1 regarding 'fully subsidised' and 'partially subsidised' and to delegate authority to the Chief Executive to make any other minor amendments to clarify the policy in relation to Executive decisions on new chargeable services and officer decisions on current chargeable services.**
- ii) To recommend to full Council that an amendment be made to Part 4 - Financial Procedural Rules, Section 15(i) of the Selby District Council Constitution to allow the appropriate Officers the flexibility to vary charges for existing chargeable services when applying the 'Full Cost Recovery' or 'Direct Cost Plus' charging models (in accordance with section 8 of the Policy), without the need for additional Executive approval.**

**REASON FOR THE DECISION**

*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.*

**111. EXECUTIVE APPPOINTMENTS ON OUTSIDE BODIES 2016/17**

The Democratic Services Manager presented the report which outlined the Executive appointments to Outside Bodies for the 2016/17 municipal year.

It was noted that the following changes would be made to the Selby Area Internal Drainage Board:

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- Dean Richardson to resign from the board and there to be a vacancy.
- Councillor Stephanie Duckett to replace Jennifer Shaw Wright.

**RESOLVED:**

**To make the Executive appointments to Outside Bodies for the 2016/17 Municipal Year as outlined in Appendix A with the above amendments.**

**REASON FOR THE DECISION**

*To ensure the Council is represented on outside bodies as necessary in 2016/17.*

The meeting closed at 5.29pm



# Selby District Council

## REPORT

Reference: E/16/1

Item 4 - Public



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<b>To:</b>	<b>The Executive</b>
<b>Date:</b>	<b>2<sup>nd</sup> June 2016</b>
<b>Status:</b>	<b>Non Key Decision</b>
<b>Report Published:</b>	<b>24 May 2016</b>
<b>Author:</b>	<b>Commissioning &amp; Performance Officer – Caroline Sampson Paver</b>
<b>Executive Member:</b>	<b>Mark Crane</b>
<b>Lead Officer:</b>	<b>Keith Cadman</b>

**Title: Performance Delivery Report – Quarter 4 - 2015/16**

### **Summary:**

The report provides details of the Councils delivery against key performance measures and Corporate Plan Priorities

### **Recommendations:**

- i. The report is noted and approved.**

### **Reasons for recommendation**

The reporting of performance data enables the council to measure improvement and the delivery of Corporate Plan Priorities to make Selby District a great place.

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

- 1.1 Performance update for the end of year and Quarter 4 (Jan-March) 2015/16 is reported to the Executive, providing an up to date picture of project progress and KPI delivery.

### **2. The Report**

This report provides details of the performance and successes that have been delivered in the final Quarter of the year – as well as a look back at the goals that have been achieved during the year in delivering the Corporate Plan priorities.

During this reporting period, the Council has demonstrated great resilience; facing big issues and giving One Team Selby support to its communities, whilst still delivering quality regular services and projects. The Council has committed significant resources over an extended period of time to tackling an unprecedented, two major civil emergency incidents in the district; whilst also tackling the review and redesign of the organisation over a number of months.

Over the Christmas period the Council responded to the serious flooding that impacted on the district, and the ensuing collapse of the road bridge in Tadcaster that links the two parts of the town over the River Wharfe.

The Council worked collaboratively with multi-agency partners, to protect life and property during the civil emergency and is subsequently supporting communities to recover from the flooding by providing advice and practical support including the coordination and administration of financial support to residents, businesses and community recovery groups. Grant payments of £500 have been made to 92 flooded householders, and Council Tax and Business rate discounts have been processed as a priority. Added to this, the rateable value of 165 businesses in Tadcaster has been reduced due to the impact of the bridge closure on trade.

Support continues to be given to the town of Tadcaster, and a big boost was delivered by the visit of Sir Gary Verity of Welcome to Yorkshire, and by the positive focus on the area brought by the Tour de Yorkshire passing through the town recently.

In addition, the Council has worked collaboratively with multi-agency partners responding to the serious fire in Great Heck earlier this year, to protect the health of the local community and to protect the environment by direct multi-agency intervention to provide advice and reassurance to the community and extinguish the fire. Communications support was provided to the Environment Agency, as well as air quality monitoring, health impact risk assessment, and a key role was taken in strategic and technical command, management and delivery of site clearance, and overall in ensuring that all strategic objectives were achieved.

Both of these major civil emergency incidents were unprecedented in such a period of time. The Council responded with additional resources, flexibility and commitment to support our communities during these emergencies.

- **Corporate Plan Delivery**

27 Corporate Plan and Programme for Growth projects are contributing towards the delivery of Corporate Plan priorities. The attached report provides a first update of the progress of the projects and narrative that provides the latest position

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

The Corporate Plan identifies outcomes for each Priority that demonstrates the success delivered through Corporate Plan and Programme for Growth projects – a few highlights of the results for the first year are listed below, with more details available in the appendix.

### Priority 1 - to do business

- Substantial investment in manufacturing announced by Legal & General and Celotex for sites in Sherburn in Elmet and Eggborough, leading to at least 530 direct and indirect jobs
- An extension to Sherburn Industrial Estate is now under development at the former Proving Ground, and is currently being actively marketed to potential occupants
- Completion of village centre landscape and environmental improvements in Sherburn in Elmet; this was a community-led project and design which has greatly enhanced the village centre
- Selby Town Enterprise Partnership has now established Selby Food Festival as a popular annual fixture in the calendar (and footfall generator) and has recently agreed a series of environmental improvements to take forward for Selby in the coming months
- A new service to support growth amongst small and medium-sized businesses was launched (match funded by Selby District Council and Leeds City Region) to complement the support provided to start-ups and micro-businesses
- Stakeholders committed and in place to provide construction and engineering education & skills training in line with future large developments

### Priority 2 – to enjoy life

- A five-year land supply is in place
- The Move it Loose it (MILI) scheme has attracted adults to loose weight through a 12 week healthy diet and exercise programmes – with the most successful 254 participants sustaining a 5% weight loss six months later
- Children and their families have also developed healthy lifestyle behaviours through the Extended Active Healthy Schools programme – delivered to Yr1 and Yr4 children in 18 schools around the district; offering very popular in-school and after-school healthy lifestyle sessions; supported by schools booking extra taster sessions at the Leisure Centre

### Priority 3 – to make a difference

- Following the introduction of a new modern website there has been a 61% increase of unique visitors seeking information about Council services on the site
- The Better Together Customer & Communities Programme has already seen significant shift to customers using online methods to access Council services and is now helping customers get involved through multiple routes - including local TARAs and CEFs - where people are inputting into the design of the new website and services, as well as giving feedback and testing systems

- Local volunteer capacity and appetite is being identified to engage people in an active role in transforming services

Supported by Selby District Council delivering great value

- 99% of customers surveyed are satisfied with the service they receive
- Increased income, including improved debt collection rates – including £108K more Council Tax and £46K more rent debt recovered than last year
- New claim/changes for Housing Benefit being processed 23% quicker than last year
- Customers on average waiting 2 minutes less than last year to see an advisor at the Contact Centre

- **Corporate Plan project delivery**

Milestones are identified and are being met in 20 of the projects, and 25 projects are within their overall planned timescale.

Some projects have reached the end of the defined phase after a year; and others have been in the preparatory stage for the first year, building important foundations from which results will be evident in the remaining years of the Corporate Plan period.

### **Projects at Amber (some milestone slippage)**

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. Deadlines have been deferred to September 2016.

Influencing Fast Food Outlets Project (CPP 007) is at amber status. The best way to influence fast food outlets is currently being considered. However, healthy eating behaviours are being developed with adults, children and families through the successful Active Healthy Schools and Move it Lose it projects

Healthy Living – Concept Fund (PFG 012) – has an amber status as 60% of the funding for year 2 is yet to be allocated. However – the extended Active Healthy Schools programme has made great progress in addressing excess weight and obesity in Primary Schools through a whole school healthy lifestyle service.

Strong Communities (Community Navigators) (BETT 3.1) is at amber status. Following a volunteer-led universal credit pilot a business case has been developed to put the wider project out for tender.

Customer Focus (BETT 3.6) is at amber status – however progress is being made on the Customer Charter via a new Staff Working Group and plans are now underway to review customer satisfaction.

### **Projects at Red (completion date passed)**

The Selby District USP project (PFG 003) has a red status – indicating that a number of milestones have slipped; this is as a result of the project being paused so that its delivery can be part of the delivery of the Economic Development Strategy. However, key progress has still been made promoting the district through work with regional and local partnerships and the Tour de Yorkshire.

The Green Energy Investment Project – Feasibility Study (PFG 010) is currently showing a red status – as Government subsidies for both ground and roof mounted schemes have been significantly reduced meaning schemes are not viable at this current time. However, 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.

- **Service Area Performance**

Based on the reported data at the end of Q4 on the Draft Partnership Agreement KPIs, results have met or exceeded target on 22 indicators, with 2 at Amber status and 2 at Red.

Improved performance has been seen in Development Management due to mutually acceptable extensions of time being signed with applicants – offering the flexibility often required to ensure that negotiations can take place upfront, and major applications reach committee in a timely manner.

With the announcement of a 5 year housing land supply and the introduction of CIL in Quarter 4, major applications will require a re-consultation exercise with our internal Policy Team and statutory consultees the impact will be a delay in determining applications and it is envisaged the number of live cases will increase and performance figures will drop.

With regards to commercialisation on repairs and maintenance, the service commenced trading joinery and electrical services for paying customers. The service is generating enquiries, has successfully secured work and has reduced demand through channel shift.

The improvements in infrastructure and with a trend of reducing customer contact, we have received 108,334 customer phone calls compared to 125,005 at the same time last year. Face to Face customers continues to reduce with a total of 21,325 seen year to date compared with 23,610 in 2014/15.

Performance continues to be strong in both phone and face to face response times. The year to date average phone wait time is 1 minute 32 seconds (compared to 1 minute 58 seconds at the same point last year). The average face to face wait time is 7 minutes 10 seconds (compared to 9 minutes 35 seconds at the same point last year).

We have seen strong performance in Benefits & Taxation (PA12 - time taken to process Housing Benefit/Council Tax Benefit new claims and change events) which

is a service that has a direct impact upon supporting some of our most vulnerable customers. As a result of more effective management of resources and a drop in demand of 10% we have managed to deploy resources that contribute to an increase in council tax base (PA\_010).

The Environmental Health team have successfully designated an Air Quality Management Area, in Selby Town (New Street and the Crescent) to protect public health by working with partners to develop plans to improve air quality arising from vehicle emissions in this area.

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

#### **Legal Issues**

3.1 None

#### **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 The performance data demonstrates continued performance improvement and delivery against Corporate Plan Priorities during continued austerity and a period of challenging events.

### **5. Background Documents**

None

Contact Officer:

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Commissioning & performance Officer  
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#### **Appendices:**

Appendix A. Success in meeting our goals

Appendix B. Corporate Plan delivery report  
Appendix C. Key performance indicator report

## Corporate Plan – How will we know if we've succeeded in meeting our goals?

<b>Priority 1 ... to do business</b>			
<b>Owner</b>	<b>Measure of success</b>	<b>Source/project outcomes</b>	<b>Results</b>
June Rothwell	A rise in the amount of business rates collected	<ul style="list-style-type: none"> <li>• KPI PA_011 – Increase in business rates retention (compare end of year 2014/15 to 2015/16)</li> </ul>	Based on the data in Covalent for 2014-2015 to date. Business Rates retention has seen an increase from £2,625,610 to £7,429,533. An increase of <b>£4,803,923</b> .
James Cokeham	Growth in investment in the district	<ul style="list-style-type: none"> <li>• CPP_009 – supporting improvements to infrastructure (Olympia Park project)</li> <li>• Future KPIs from Economic Development Strategy</li> <li>• Local Plan monitoring – Core Strategy SP13 – Economic growth</li> <li>• PFG_003 – Selby District USP (Economic impact of the project?)</li> </ul>	<p>Legal &amp; General announced £54 million investment in modular housing facility at Sherburn Enterprise Park – leading to approximately 420 direct jobs and potential impact on local supply chains</p> <p>Celotex – thermal insulation board manufacturing facility approved at Saint-Gobain site in Eggborough – due to create 110 direct and indirect jobs</p> <p>An extension to Sherburn Industrial Estate is now under development at the former Proving Ground, and is currently being actively marketed to potential occupants – take-up and occupancy will be monitored</p>
James Cokeham & Rose Norris	An improved vitality and viability of town centres	<ul style="list-style-type: none"> <li>• Local Plan monitoring – Core Strategy SP14 – vitality and viability of towns and villages</li> <li>• Future KPI from Economic Development Strategy</li> <li>• STEP (Selby Town Enterprise Partnership)</li> </ul>	<p>Sherburn-in-Elmet village centre landscape and environmental improvements complete – with a sculpture installation to follow - a community-led project and design which has greatly enhanced the village.</p> <p>Selby Town Enterprise Partnership has now established Selby Food Festival as a popular annual fixture in the calendar (and footfall generator) and has</p>



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			<p>recently agreed a series of environmental improvements to take forward for Selby in the coming months.</p> <p>Following the 2015 floods, the council has co-ordinated support in terms of funding, advice and promotion to help Tadcaster get back open for business. A number of pop-up business enterprise cafes will be run in Tadcaster during 2016.</p>
<p>Gillian Marshall (end of year)</p> <p>James Cokeham (future owner)</p>	Skills and capacity training accessed by people in the district	<ul style="list-style-type: none"> <li>• PFG_008 – Construction skills hub</li> <li>• Results of any other skills projects</li> </ul>	<p>Key stakeholders in place and committed to providing engineering and construction education with Selby College and skills training on site of future large developments when they commence. No start date as yet.</p> <p>A Bike Library has been set up covering the whole of the Selby District – and young people are developing key pre-apprenticeship skills, whilst learning how to refurbish the bikes.</p>
James Cokeham	Increased employment rates	<ul style="list-style-type: none"> <li>• JSA comparison</li> <li>• Unemployment rate For 16/17</li> <li>• Gross Value Added comparison</li> <li>• Enterprise births and deaths</li> </ul>	420 and 110 potential jobs in the pipeline from recent consents at Eggborough and Sherburn-in-Elmet
<b>Priority 2...to enjoy life</b>			
<b>Owner</b>	<b>Measure of success</b>	<b>Source/project outcomes</b>	<b>Results</b>
James Cokeham	More housing need met	<ul style="list-style-type: none"> <li>• CPP_008 – Developer Engagement to increase housing supply</li> <li>• CPP_011 - Plan Selby (Authorities monitoring report)</li> <li>• Local Plan monitoring</li> </ul>	<p>5-year land supply confirmed in December 2015</p> <p>Planning Policy to confirm 2015/16 housing stats in the summer</p>

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		– Core Strategy SP6 – Housing land supply	
June Rothwell	Empty homes brought back into use	<ul style="list-style-type: none"> <li>• CPP_010 – Empty homes plan/KPI_029 – the number of empty properties brought back into habitable use</li> </ul>	An audit of empty properties has been carried out this year, and the results indicate that there are significantly fewer empty properties in the district than originally thought.
James Cokeham	More affordable properties developed	<ul style="list-style-type: none"> <li>• CPP_005 – HRA affordable homes programme</li> <li>• PFG_011 – Selby District Housing Trust affordable homes programme</li> <li>• Local Plan monitoring – Core Strategy SP9 – Affordable housing</li> </ul>	Planning Policy to confirm 2015/16 affordable housing stats in the summer
Keith Cadman/IHL	More people taking part in physical activity	<ul style="list-style-type: none"> <li>• 'Inspiring Healthy Lifestyles' contract PI results</li> </ul>	<p>Both membership and member participation at Leisure centres are above target. Visits to leisure facilities overall by non-members currently achieving 95% of target – which is being tackled through advertising campaigns. The first year aim of 700 people undertaking swimming lessons has been exceeded to a high level, with 1121 people actually participating in the first year.</p> <p>Adults and young people have also become more physically active through their participation in schemes that develop healthy behaviours – both of which have been very successful in attracting and sustaining engagement.</p> <p>The 'Active After Cancer' scheme (Macmillan project) has also helped over 50 people with 1:1 fitness training at the Leisure Centres; and is now extending into new walking and running</p>

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		<ul style="list-style-type: none"> <li>• Sport England Active People Survey?</li> </ul>	groups.
Keith Cadman/IHL	Healthy behaviours developed	<ul style="list-style-type: none"> <li>• CPP_006 – Healthy Lifestyles &amp; Weight Management (MILI results)</li> <li>• PFG_012 – Healthy Living – concept fund (extended Active Healthy Schools results)</li> </ul>	<p>The target for people completing the scheme has been exceeded, with the number of individuals achieving a 3% body weight loss reaching 408 against a target of 319, and 303 people losing 5% body weight over the 12 week programme – with 254 people sustaining this 5% weight loss after 6 months - demonstrating a high participation and success rate for the scheme.</p> <p>The program has been delivered in 18 schools (Yr1 &amp; Yr4) achieving a 97% engagement rate against target – activities relate to developing a whole school healthy lifestyle. This includes keeping a food diary, and involves families in the process. Both the number of after school clubs and children engaged have exceeded target significantly. (26 clubs achieved against a target of 16, 452 children engaged against a target of 160) with schools also booking extra taster sessions at Selby Leisure Centre in addition to regular visits such as swimming.</p>
<b>Priority 3...to make a difference</b>			
<b>Owner</b>	<b>Measure of success</b>	<b>Source/project outcomes</b>	<b>Results</b>
Rose Norris	More local volunteers are delivering services that are important to their communities	<ul style="list-style-type: none"> <li>• BETT_3.1 - Strong Communities (Community Navigators) any results to use?</li> </ul>	Through the CEFs, volunteers provide support to vulnerable people during severe weather. Volunteers are also now in place to provide support on universal credit applications. In the

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			coming week, a wider Community Navigator volunteer service will be commissioned.
June Rothwell	More services are accessed through self-serve channels e.g. online	<ul style="list-style-type: none"> <li>• KPI_024 – Reduced levels of contact (evidence of channel shift)</li> </ul>	The new modern website was introduced in February 2015. The new website receives an average of 46,693 monthly unique users per month. This compares to average of 29,724 per month using the previous website. An increase of 61% unique visitors seeking information about Council services.
Rose Norris	People are involved in designing services for their local areas	<ul style="list-style-type: none"> <li>• BETT_3.1 - Strong Communities</li> </ul>	The Better Together Customer & Communities Programme has commenced engagement with customers through a blend of routes. We have attended local TARAs and CEFs to seek input into the design of our new website and services and residents who attend the Flaxley Road TARA have kindly agreed to work with us to test and provide feedback on our new website via their own smartphones. Engagement at a local level is also taking place to identify where there is both the capacity and appetite for local volunteer organisation to play an active role in the transformation of our services. For instance, exploring the installation of Wi-Fi and funding of a ‘computer corner’ through Stronger Communities for Kelbar Community Centre. The programme is also working closely with all 3 library hubs to ensure that there are viable and

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			sustainable outlets giving access to online/face to face services.
<b>Supported by...SDC delivering great value</b>			
<b>Owner</b>	<b>Measure of success</b>	<b>Source/project outcomes</b>	<b>Results</b>
Keith Cadman	Services are commissioned from or delivered with partners	<ul style="list-style-type: none"> <li>• CPP_012 – Commissioning Partnerships (Revs &amp; Bens) progress/results?</li> <li>• Better Together – Finance, IT?</li> </ul>	Delivery partner not yet confirmed
Head of Business Development and Improvement	High customer satisfaction is achieved	<ul style="list-style-type: none"> <li>• KPI_022 - % of satisfied customers (new measure in development)</li> <li>• Customer Service Centre – related PIs</li> </ul>	<p>Current measure of customer satisfaction reports that 99% of surveyed customers are satisfied with the service they receive – new measures are being developed in tandem with the Customer Strategy</p> <p>Customers on average waiting 2 mins less than last year to see an advisor at the Contact Centre</p>
Karen Iveson	Increased staff productivity	<ul style="list-style-type: none"> <li>• KPI_036 – VFM statement (contains productivity target)</li> </ul>	The measure will be based upon an assessment of cost and performance, and is scheduled to be complete by the end of June
June Rothwell	Increased income, including improved debt collection rates	<ul style="list-style-type: none"> <li>• KPI_019 - % of Council Tax debt recovered (year on year comparison)</li> <li>• KPI_020 - % Council rent debt recovered (year on year comparison)</li> <li>• KPI_032 - % sundry debt recovered (end of year)</li> </ul>	<ul style="list-style-type: none"> <li>• KPI_019 - % of Council Tax debt recovered (year on year comparison)</li> </ul> <p>Improved collection rate from 97.64% in 2014/2015 to 97.87% in 2015/16 an increase of 0.23%. In monetary terms this is an increase in income of £108k</p> <ul style="list-style-type: none"> <li>• KPI_020 - % Council rent debt recovered (year on year comparison)</li> </ul>






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Karen Iveson		<ul style="list-style-type: none"> <li>• CPP_013 – Savings Strategy &amp; Action Plan (increased income)</li> </ul>	<p>Improved collection rate from 97.65% in 2014/2015 to 98.02% in 2015/16 an increase of 0.37%. The monetary value equivalent to the 0.37% increase in collection against total rent debit is £46k</p> <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>
Karen Iveson	Delivery of savings	<ul style="list-style-type: none"> <li>• CPP_013 - Savings Strategy &amp; Action Plan</li> </ul>	<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>

## Selby District Corporate Plan Delivery Report

### End of year/Q4 2015/16









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:** 28 April 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	James Cokeham (previous owner - Keith Dawson)	31-Mar-2017		<input type="text" value="0%"/>	Negotiations regarding Olympia Park progressing with partners.
PFG_Proj_003	Selby District USP Project	James Cokeham (previous owner - 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: #e6f2ff; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 35%;"></div></div> 35%	At the last update, Leeds City region confirmed two further years of funding to continue the Growth Adviser service beyond 2016; this means this crucial support to target sector businesses planning on expanding their operations can continue. The evaluation of the Enterprise Cafe programme has shaped how this valuable support to small and micro businesses will continue from 2016/17 with a move towards a self-sustaining model. The market incubator retail scheme for the Saturday market in Selby is being delivered in partnership with Selby Town Council; under the arrangements, gazebos will be available for traders to borrow on up to three occasions
PFG_Prog_006	Green Infrastructure - Commissioning Phase	James Cokeham (previous owner - Keith Dawson)	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 100%;"></div></div> 100%	Consultants historically commissioned to do a Green Infrastructure study with the work used to inform site assessments. Due to under-performance in delivering this piece of work, the Council has now taken the development of the GI strategy in-house and working with Natural England on key methodological aspects of the work.
PFG_Proj_007	Economic Development	James Cokeham (previous owner - Keith Dawson)	31-May-2016		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 66%;"></div></div> 66%	A first draft of the Economic Development Strategy has been produced and is currently being consulted upon with officers and key external partners. This proceeded submission of a detailed Economic Development Evidence Base.
PFG_Proj_009	Development Fund Project	James Cokeham (previous owner - Keith Dawson)	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; width: 80%;"></div></div> 80%	Work has progressed significantly on a strategic masterplan for Church Fenton Airfield, and the breadth and long term potential of this project. This strand of the P4G has also funded ongoing support for Eggborough Power Station and its workforce in light of ongoing changes to



Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
						national government energy policy.
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: #4f81bd; position: relative;"> <span style="position: absolute; right: 5px; top: -5px;">75%</span> </div>	Government subsidies for both ground and roof mounted schemes have been significantly reduced meaning schemes are not viable at this 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


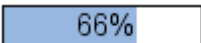
Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
PFG_Proj_005	Skills & Capacity Building Project	James Cokeham (previous owner - Rose Norris)	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; right: 5px; top: -5px;">22%</span> </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	Rose Norris (previous owner - Janette Barlow)	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; right: 5px; top: -5px;">50%</span> </div>	Working group of key stakeholders continues to meet. Pending a contract for Olympia Park development progress is limited and deadlines have been deferred to September 2016. However the principle of providing a


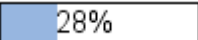



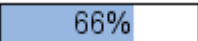
Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
						<p>construction skills offer on site is supported by the developers. Selby College has secured funding to extend their engineering and construction skills offer by September 2017. Selby College and the developers are co-operating with each other.</p> <p>Key Points noted from the YNYER LEP Construction Labour &amp; Skills Study Report indicate that there is significant investment (£6 billion) in construction projects identified in the LEP area. Analysis of labour demand has identified significant numbers of all trades are going to be needed. This is helping guide the colleges in what provision they need to offer to help meet demand. Skills gap analysis has highlighted a number of issues including: a lack of awareness within schools of the careers available; also skills issues; challenges of an ageing workforce etc.</p>

### 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	James Cokeham (previous owner - Keith Dawson)	29-Mar-2018			The Market Towns Studies (Baseline Reports with Issues and Options Reports) are available on the Council's website. The next stage of the work programme will involve commissioning masterplanning and design work to assist with the delivery of brownfield sites, urban realm and connectivity improvements and the overall sites allocations plan.

## Delivering Priority 2 - To Enjoy Life


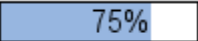



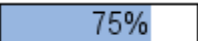
### Improving the supply of housing

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
CORP_Prog_011	The Sites and Policies Local Plan (PLAN Selby)	James Cokeham (previous owner - Keith Dawson)	31-Dec-2018			PLAN Selby is progressing with substantial progress made on site assessments and plan structure policy creation.
CORP_Proj_005	HRA Affordable Homes Programme	Karen Iveson	27-Mar-2020			Phase 1 planning applications have all been approved (Byram - 6 January 2016 and Eggborough sites 1 and 2 - 10 February 2016) for a total of 15 units. Tenders were received on 11 March 2016 approx 36% over budget. Detailed business cases due at SDC Executive on 14 April 2016.
CORP_Proj_010	Empty Homes Plan	June Rothwell (previous owner - Rose Norris)	31-Mar-2016			Our partnership with City of York Council has laid excellent foundations for tackling those long-term empty properties that are having a detrimental effect on neighbourhoods. An audit of properties identified as potentially empty from Council Tax records took place between September 15 and March 16. This identified that of the 381 potentially empty properties, 66 were now definitely occupied. Of the the 214 that were definitely empty, most have been empty for under 2 years and 15% were displaying healthy 'market churn' conditions (To Let, For Sale, Sold) and should be re-occupied in the short to medium term. A further 17 (8%) were undergoing repair, a percentage of which we can assume will be brought back in to use in the short/medium term. Only a small proportion were in such a poor condition to

						have a detrimental effect on the neighbourhood.
PFG_Proj_011	Selby & District Housing Trust Affordable Homes Programme	Karen Iveson	27-Mar-2020			Phase 2 - following completion of community consultation these schemes are likely to be re-configured and some sites may fall. A report with the revised options will go to SDC Executive in June 2016 and then be presented to SDHT Board in July 2016
CORP_Proj_008	Developer Engagement to increase housing supply	James Cokeham (previous owner - Keith Dawson)	31-Mar-2016			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	Keith Cadman (previous owner - Jonathan Lund)	29-Mar-2018			<p><b>CPP – Healthy lifestyles and weight management</b></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.</p> <p>The target for people completing the scheme has been exceeded, with the number of individuals achieving a 3% body weight loss reaching 408 against a target of 319, and 303 people losing 5% body weight over the 12 week programme – with 254 people sustaining this 5% weight loss after 6 months - demonstrating a high participation and success rate for the scheme.</p>
CORP_Proj_007	Influencing Fast Food Outlets Project	Keith Cadman	29-Mar-2018			Discussions with policy Team show that scoping report can be produced during February to

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
		(previous owner - Jonathan Lund)				outline the potential for evidence based policies to influence the location of fast food outlets
PFG_Prog_016	Selby Leisure Village Programme	Keith Cadman (previous owner - Jonathan Lund)	29-May-2016			Construction works on programme. Practical completion/building handover due on 6 May 2016. Commissioning and testing due to complete on 21 May 2016 and public opening on 28 May 2016
PFG_Proj_012	Healthy Living - Concept Fund	Keith Cadman (previous owner - Jonathan Lund)	29-Mar-2019			Year 1 funding allocated. 40% of the Year 2 fund also allocated. 60% (£20,000 remains available) <b>P4G – Healthy Living Concept Fund</b> 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	Keith Cadman (previous owner - Jonathan Lund)	01-Jun-2016			Funding in place (following the transfer of funding from Selby Leisure Village Project) Variation order issued to proceed with works. Planning permissions not required due to existing use of site for this purpose. Works due to complete in co-ordination with Summit Indoor Adventure.

## 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		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; display: flex; align-items: center; justify-content: space-between;"><span>33%</span></div>	Business case developed and expertise sought from procurement team for this to be put out to tender in the near future.

**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: #4f81bd; display: flex; align-items: center; justify-content: space-between;"><span>16%</span></div>	Plans are moving forward to work with a new Charitably Incorporated Organisation (CIO) in Sherburn-in-Elmet to develop a hub/network. Key preparatory work continues in the other two settlements.

Code	Action Title	Managed By	Due Date	Status Icon	Progress Bar	Latest Update
BETT_3.3	Targeting 'intelligent' services to customers (Shared Business Intelligence)	Rose Norris	29-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; top: -10px; left: 50%; transform: translate(-50%, -50%);">45%</span> </div>	Meeting held with NYCC on 7 March to agree an action plan and determine a way forward. Actions agreed between NYCC Business Intelligence and SDC
BETT_3.4	Digital empowerment	Rose Norris	29-Mar-2018		40%	Project briefs have now been signed of and are with NYCC Solutions team to develop a detailed proposition.
BETT_3.6	Customer Focus	Rose Norris	31-Mar-2018		<div style="border: 1px solid black; width: 100px; height: 20px; position: relative;"> <span style="position: absolute; top: -10px; left: 50%; transform: translate(-50%, -50%);">0%</span> </div>	Resource is now in place to enable this work to be taken forward. Customer satisfaction will be reviewed as part of the customer Strategy.
SS_1516CUSNEW07	Customer Strategy Delivery	Rose Norris	31-Mar-2016		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; top: -10px; left: 50%; transform: translate(-50%, -50%);">100%</span> </div>	The Customer Strategy is being delivered through the Better Together Customer and Community Programme. A key part of the programme is a workstream on Customer Focus - an officer working party is now in place to develop new ways of working to support the shift towards more online delivery and community-led service delivery.




## 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	Keith Cadman (previous owner - Jonathan Lund)	31-Mar-2017		89%	The procurement of a revenues and benefits partner is currently undergoing final evaluations of outline submission with a decision regarding progress to be made during May 2016 and reported to members in June 2016.
CORP_Proj_013	Savings Strategy & Action Plan	Karen Iveson	29-Mar-2018			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.





## Interim Key Performance Indicator Report: End of year/Q4 2015/16



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 2014/15	Latest Note
PA_001	Average time taken to re-let General Need Housing	<b>Aim to Minimise</b>	24 days	<b>22.9 days</b>					The total number of properties re-let of this type in 2015/16 was 133 in an average of 23.4 days. This compares to a total of 164 in 14/15 in an average of 24 days. As expected the reduction in VOIDS turnover has reduced the average time taken to re-let our properties. Turnover was expected to stabilise or reduce following the increase in re-lets post Welfare Reform in April 2013. Analysis suggests that those who were prioritised for a move due to underoccupation have now been re-housed and as expected we

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									<p>have seen an increase in the number of mutual exchanges which is an excellent example of customers helping meet their own housing need.</p> <p>The total number of void properties re-let in 2015/2016 is 244 - this figures includes both general needs and sheltered properties and the average time taken was 23.9 days. This compares to 2014/15 when we let 257 properties in an average of 25.8 days. The decrease in properties has been just 5% but the average time taken has decreased by 7.9%. Through prioritising works based on demand we have been successful in achieving the target set.</p>
PA_002	Average time taken to re-let Sheltered Need Housing	<b>Aim to Minimise</b>	28 days	<b>24.7 days</b>					<p>The total number of sheltered properties re-let in 15/16 is 111 in an average of 24.5 days. This compares to a total of 93 properties in 28.8 days last year. Turnover has increased in our sheltered properties in 15/16 whilst general needs turnover has decreased. Sheltered accommodation turnover is expected to remain relatively high due to the nature of the terminations. The higher number of properties has allowed for the quick wins to keep the average lower than in previous years and well within target.</p> <p>The total number of void properties re-let in 2015/16 is 244 - this figure includes both general needs and sheltered properties and the average time taken was 23.9 days. This compares to 2014/15 when we let 257 properties in an average of 25.8 days. The decrease in properties has been just 5% but the average time taken has decreased by 7.9%. Through</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									prioritising works based on demand we have been successful in achieving the target set.
PA_003	Revenue from occupied commercial units	<b>Aim to Maximise</b>	£76,000.00	<b>£161,242.42</b>	↑		🟢		SDC income to 31 March for the industrial units stands at £161,284.42 (ground & maintenance rent) compared to a target of £76k. Sherburn Units to the end of 2015/16 have full occupancy. The Vivars and Prospect Centre in Selby have had between them an average of 4 voids over the year. 2016/17 will be impacted upon by the sale of Hurricane Close (Sherburn), this sale will result in a rent loss of £65,665 per year.
PA_004.1	% of repairs to council-owned properties completed within agreed timescales (EMERGENCY/URGENT REPAIRS combined)	<b>Aim to Maximise</b>	97.00%	<b>98.83%</b>	↑	↓	🟢	99.23%	Target met with reduced staff numbers in the middle of year helped by reduction in urgent jobs of around 6% on previous year.
PA_005	Increase in the number of major applications presented to committee within time	<b>Aim to Maximise</b>	65.00%	<b>93.10%</b>	▬	↑	🟢		During this year the Development Management service has ensured that wherever possible mutually acceptable extensions of time have been signed with applicants – offering the flexibility often required to ensure that negotiations can take place upfront, and major applications reach committee in a timely manner. Due to the often complex nature of major application, work frequently continues following committee, to ensure that legal agreements that secure developer contributions are negotiated and agreed.
PA_006	Increase in the number of planning performance agreements delivered	<b>Aim to Maximise</b>	2	<b>0</b>	▬	▬	🔴		No planning performance agreements have been entered into this during the 4th quarter and the entire year. The penalties of the Planning Guarantee and the widespread adoption of entering into

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									mutually acceptable extensions of time has largely negated the desirability of PPAs.
PA_007	Increase in the number of planning applications supported through the planning surgery service	<b>Aim to Maximise</b>	223	<b>607</b>	↑		🟢		<p>The number of appointments in the 4th Quarter was 155 which was around the average for the whole year and shows that the lower number experienced in the 3rd Quarter was down to seasonal fluctuations.</p> <p>The quarterly totals result in 607 appointments for the year. This indicates that this service is well used by customers and that a large proportion of applications are supported by pre-planning advice through the Planning Surgery. This service compliments the range of other pre-planning services offered by the Council.</p>
PA_008	Growth in developer satisfaction with the relationship with the planning service	<b>Aim to Maximise</b>			?	?	?		It is evident through the results of PA_005 (major applications) that a high level of developers are gaining satisfaction with the offer to extend the time the Council is allowed to determine applications, rather than seeking a decision through the appeal route – resulting in a mutually beneficial solution. This pattern is also repeated with applications that receive decisions under delegated powers.
PA_010	Increase in Council Tax base	<b>Aim to Maximise</b>	29,727	<b>30,253.61</b>	↑	↑	🟢	29,272	The Council tax base increased by 168 Band D equivalents in Q4. For the year as a whole the base has increased by 981 Band D equivalents since last March.
PA_011	Increase in Business Rates Retention	<b>Aim to Maximise</b>	£2,250,194	<b>£7,429,533</b>	↑	↑	🟢	2,625,610	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

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									or biomass units. Although we have a couple of small developments waiting to be given an Rateable Value by the Valuation Office there has been no change in value this month.
PA_012	Time taken to process Housing Benefit new claims and change events	<b>Aim to Minimise</b>	7.00 days	<b>4.65 days</b>	↓	↑	✔	7.28 days	<p>This measures the number of calendar days from receipt of a new claim or change of circumstance notification to the date it has been processed. This therefore includes the time it takes for the claimant to provide outstanding evidence or information to enable us to action the claim.</p> <p>It is expected to have significantly more work in Q4 due to the annual uprating of benefits and this, along with the downtime for annual bulling, has seen March performance fall behind our normal status. However the backlog has reduced this year due to a drop in demand of 30 claims in comparison to Q4 last year.</p> <p>Performance on this indicator was 4.65 days for the year as a whole. This comprises new claims at an average of 17.50 days over the year and changes of circumstances which averaged 4.12 days for the year as a whole.</p>
PA_013	Net cost to local taxpayers has reduced (Benefits & Taxation)	<b>Aim to Minimise</b>	£7.77	<b>£4.69</b>			✔		<p>Calculation based on the Net cost of Benefit Payments V Subsidy per head of population based on the subsidy provisional claim figures.</p> <p>Net cost per head is calculated at £4.69, which is £0.91 above the estimated figure of £3.78 at Quarter 3, which was based on the mid-year estimates.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
PA_014	Increase the number of contacts dealt with 'right first time'	<b>Aim to Maximise</b>	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.
PA_015	Increase the % of customers who are seen by the agreed customer standard	<b>Aim to Maximise</b>	60%						This is subject to the adoption of the emerging Customer Strategy & subsequent implementation plans.
PA_016	The average wait time before a customer is seen by an advisor.	<b>Aim to Minimise</b>	10.00 min	<b>7.17 min</b>	↑	↑	🟢	9.58 min	<p>Face to face response performance has been excellent this year. In 2015/16 we have received 21,325 face to face customers compared to 23,610 in 2014/15. The 2015/16 year end average wait time was 7 minutes 10 seconds (compared to 9 minutes 35 seconds in 2014/15).</p> <p>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.</p>
PA_017	The average wait time before a customer phone call is answered by an advisor	<b>Aim to Minimise</b>	2.00 min	<b>1.54 min</b>	↑	↑	🟢	1.97 min	<p>Our Telephone response performance has been very good this year. At the end of 2015/16 we had received 108,334 customer phone calls compared to 125,005 during 2014/15. The year-end 2015-16 average phone wait time was 1 minutes 32 seconds (compared to 1 minute 58 seconds in 2014/15).</p> <p>In February we answered 70% of phone calls within the 2 minute average target time. During 2015/16 to date we have answered 72% of phone calls within the 2 minute target time.</p>


Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									The use of the telephone IVR (call management) system during the year has allowed us to better manage call demand. This was especially useful during Annual Billing when we were able to direct specific call types to dedicated operatives, which resulted in phone answer times being well within target at one of the most challenging times of the year.
PA_018	Contact passed to the back office responded to in accordance with customer standards	<b>Aim to Maximise</b>							This is subject to the adoption of the emerging Customer Strategy & subsequent implementation plans.
PA_019	% of Council Tax debt recovered	<b>Aim to Maximise</b>	97.90%	<b>97.87%</b>	↑	↑	⚠	97.64%	<p>We are just 0.03% (£15.5k out of £47m) behind target which is far better than expected. The effect of instalment plans being deferred due to moves and changes was anticipated to have an effect of 0.4% behind target overall, so the end of March out-turn figure is very good news indeed.</p> <p>The figure incorporates collection amongst those in receipt of Council Tax Support. For Pensioners, where CTS is available on 100% of the liability, the collection rate was 97.27%. For working age the maximum CTS available is 90% of the liability. Employed working age had a collection rate of 81.28% and others showed a collection rate of 77.27%. Overall collection amongst those on CTS was therefore 86.29%.</p> <p>The Collection Rate for 14/15 now stands at 98.90% and for 13/14 is 99.33%.</p>
PA_020	% of Council Rent debt recovered	<b>Aim to Maximise</b>	98.00%	<b>98.02%</b>	↑	↑	✅	97.65%	Collection has improved on last year by 0.40% but is just under target for this




Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									year by 0.08% In monetary terms this equates to £10k. Profile of shortfall relates to 13 accounts as follows: 5 accounts totalling £3k from deaths where no will exists, so there is no identified next of kin able to deal with the deceased affairs and we are awaiting response from the Public Trustee before we can terminate the tenancies. £4k on 7 accounts where arrears have accrued because of delays with DWP processing Universal Credit claims which we are in dialogue with them to try and resolve and one further case with significant arrears and unusual circumstances which is currently under a multi agency approach with us, the HUB, Community Mental Health team and Adult Social Care. Collection by direct debit is up by 1.17% from 44.16% in March 2015 to 45.33% in March 2016.
PA_021	Percentage of Non-domestic Rate debt recovered	<b>Aim to Maximise</b>	98.55%	<b>98.99%</b>	↑	↑	✔	98.91%	We have exceeded target by 0.44% (£200.4k out of £45.2m) for in-year collection. The collection rate for 14/15 now stands at 99.55% and 13/14 now stands at 99.62%.
PA_022	% of satisfied customers	<b>Aim to Maximise</b>	85.00%	<b>99.34%</b>	↑	↑	✔	98.83%	A total of 3325 satisfaction surveys have been completed for the period 1 April 2015 to 31 March 2016 with 3347 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.
PA_024	Reduce levels of	<b>Aim to</b>							Discussions on-going with NYCC to resolve



Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
	contact	Minimise							the reporting functionality in the Lagan CRM. This will enable us to extract customer contact data.
PA_025	Housing Development Strategy targets and milestones delivered (Env' Health)	Aim to Maximise							Phase 1 SDC sites successfully tendered - awaiting approval to proceed from April meeting of the Council's Executive
PA_026	Maintain the % of premises/clients achieving standards. (Environmental Health)	Aim to Maximise	89.00%	100.00%	↑		🟢		<p>Target Explained:  <i>Through a RAG rating system the proportion of R/A/G milestones reporting green based on existing feeder Management Indicators serves to ensure that interventions take place within a prescribed timescale or frequency and have a positive impact to protect and improve the health and well-being of residents, businesses and visitors to Selby District enabling them to 'enjoy life'.</i></p> <p>At the year end all 9 management indicators are showing green. The 2 amber management indicators previously failing to show a green status involved work associated with the inspection of permitted installations and food businesses with a risk rating of 'C'. Both these areas were therefore identified as requiring action and additional resource was deployed to cover this work. Whilst undertaking all routine duties, officers have been supportive and considerate to businesses affected by the winter flooding with particular reference to the Tadcaster area.</p> <p>Service demand on Environmental Health continues to be high with the number of planning consultations running at an unprecedented level and priority has been given to this work in order to meet the</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									<p>timescales of Development Management. The planning consultation work is both of a complex nature and high profile, which requires it to be undertaken by professional officers in an expedient manner. The increased complexity of applications requires greater input and this is clearly having an impact on the Environmental Health team to cover this work in addition to their routine statutory duties.</p> <p>The process of designating an Air Quality Management Area in the District has now reached a point where on 4th February 2016 the Executive determined the extent of the area to be designated and an order was subsequently signed. Work has now commenced on the Action Plan and its implementation, which needs to be completed within 12 months of the date of the order. An assessment of the resource implications for this work is currently in place.</p>
PA_027	Delivery of the Streetscene contract	<b>Aim to Maximise</b>	95.00%	<b>100.00%</b>	↑		🟢		<p>Full data verification for the fourth quarter is scheduled for the last week of April although it is anticipated all the performance figures will remain on or above target.</p> <p>The staff from Amey provided flexible and robust support to council staff during the post flooding clean up with no adverse impact on the annual routine Christmas collections. Additional weekend work was approved to ensure flood affected towns and villages received appropriate waste removal and cleansing.</p> <p>The commercial waste service continues to grow, with the customer base exceeding 1000 immediately prior to the annual</p>


Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									<p>billing period. The bulky waste collection service demand also continues to increase requiring a reallocation of resource and collection days to ensure scheduled collection days are achieved.</p> <p>The Tour de Yorkshire routes across the district have been surveyed to ensure an advanced cleansing plan is in place including appropriate cleansing support for villages and towns on the day.</p>
PA_028	Delivery of the Leisure Management contract	<b>Aim to Maximise</b>							<p>The fourth quarter performance information is planned for review at the beginning of May, although there is some data for January and February there is insufficient data to provide a fully rounded analysis. However, the trend seen in quarters 1 to 3 continues in relation to memberships and member participation exceeding target although visits to Selby leisure centre by non-members remains below target. Refinement of age related data with regard to school visits has improved performance against target and gives assurance regarding consistency and accuracy. The first on line performance return has been provided to Sport England as part of the grant conditions.</p> <p>A major recruitment exercise has been undertaken for the leisure village and current vacancies within leisure services. Interest has been high with over 300 applicants interviewed during the period which is due for completion in early April. In addition 2 student placements have been agreed with the sports development unit</p>
PA_029	The number of empty properties brought back into habitable use	<b>Aim to Maximise</b>	12	0					Our partnership with City of York Council has laid excellent foundations for tackling those long-term empty properties that are having a detrimental effect on

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									neighbourhoods. An audit of properties identified as potentially empty from Council Tax records took place between September 15 and March 16. This identified that of the 381 potentially empty properties, 66 were now definitely occupied. Of the the 214 that were definitely empty, most have been empty for under 2 years and 15% were displaying healthy 'market churn' conditions (To Let, For Sale, Sold) and should be re-occupied in the short to medium term. A further 17 (8%) were undergoing repair, a percentage of which we can assume will be brought back in to use in the short/medium term. Only a small proportion were in such a poor condition to have a detrimental effect on the neighbourhood.
PA_030	Business Development - Projects delivered to programme milestones		80.00%	70.00%					Measure: 70% completed Slippage has occurred on the following projects; <ul style="list-style-type: none"> <li>Intranet – still awaiting NYCC to enable the function Active Directory</li> <li>Police and SDC Co-Location – awaiting Legal advice on overage</li> </ul> Assets Service Review – wider restructure and review plan
PA_031	Business Support - Delivery of SLA milestones and target - in accordance with commissioning document or SLA with the Core		90%	100%					This indicator reflects performance across a range of management indicators for Business Support in key areas, to give an overall picture of performance from the team. Measures include performance on Licensing, Finance Support, Payment of Invoices, Industrial Unit Management and overall satisfaction with the quality of support from the team. Each area of support will be looking at key areas to measure to ensure that quality standards

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									and satisfaction with support receives remains high.
PA_032	% of Sundry Debt recovered	<b>Aim to Maximise</b>	92.23%	<b>92.23%</b>	↑		🟢		Collection at year end has hit target. All bulk uploads were processed prior to year end so all instalment plans were in place for 1/4/16 and enabled anyone wanting to set up a DD to do so before the first DD run of the new year. The trial of invoices that were sent out by email appears to have gone well with invoices being received successfully and customers now communicating with us via that means
PA_033	ICT Strategy targets and milestones achieved		80.00%	<b>80.00%</b>	▬	▬	🟢		<p>At the end of Quarter 4 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 were completed.</p> <p>2 projects have currently slipped:  <b>Planning / Environmental Health software migration Project:</b>  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><b>PCI-DSS Compliance Project:</b>  Consultants come on-site on 4<sup>th</sup> &amp; 5<sup>th</sup> May 2016 to assess our PCI-DSS requirements before completing self-assessment questionnaire to confirm compliance.</p> <p><b>Benefits for this period</b>  Street Naming &amp; Numbering have generated =£24k in fees and charges Year to Date. This is above the set profiled</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									<p>target by £6k Robust Mapping software has been introduced to remove previously unsupported software within the Planning business unit</p> <p>Work continues in projects associated with Electronic Payments, CRM Phase 2, software upgrades and new housing software.</p>
PA_034	Reduction in successful challenges to decisions	<b>Aim to Minimise</b>	0	0	▬				No challenges made in Q4
PA_035	Marketing/ Communications projects delivered to programme milestones		80.00%	<b>88.00%</b>	↓	↑	🟢		<p>The overall number of projects at any given time fluctuates to meet changing demands of the business. During the year there have been 34 live projects, with the following performance taken as a snapshot at the end of Q4 (NB. One fewer than the Q3 update, as one project has been cancelled).</p> <p>Of the 34...</p> <p>Projects completed during the year: 24</p> <ul style="list-style-type: none"> <li>. On-going projects showing green at the end of Q4: 6</li> <li>. On-going projects showing amber at the end of Q4: 3</li> <li>. Projects showing red at the end of Q4: 1*</li> </ul> <p>*This relates to gathering of data to assess the impact of a campaign to increase Direct Debit take-up.</p> <p>This gives an overall percentage of 88%.</p> <p>During Q4 we have also had to dedicate</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									<p>significant amounts of resource to supporting the council's post-flooding support for communities.</p> <p>Key headlines from Q4:</p> <p><u>A great place to do business</u> Delivery Tour de Yorkshire 2016 programme including the delivery of business support sessions (the project is on-going into 2016/17)</p> <p><u>A great place to enjoy life</u> Delivery of the Leisure Village comms and marketing plan (the project is on-going into 2016/17)</p> <p><u>Supported by delivering great value</u> Delivery of a campaign to encourage Direct Debit sign-ups for Council Tax and other paid-for services: the overall impact is to be assessed during 2016/17.</p>
PA_036	Demonstrate improved value for money in an Annual Value for Money statement								The Value for Money Statement is produced by the end of June and assessed by our External Auditor when they audit our accounts. We achieved an unqualified VFM opinion in 2015/16 (received in September 2015) for the 2014/15 financial year.
PA_037	Enforcement - Work plan to be developed and delivered								The Enforcement Policy was approved by the Executive in March 2016. As a result officers are currently working on the development of the plan
PA_038	Asset management strategy targets and milestones delivered								The current Asset Management review was completed and approved at Executive in November 2015.
PA_039	OD strategy targets &								A draft Organisational Development

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
	milestones delivered								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 account staff feedback. A working group has been set up to draw up a detailed programme of work. The final document is due to be signed off by the end of the year 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		Yes	Yes					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 ongoing to produce a first draft Strategy for presentation to the Executive in approx. May 2016.
PA_041	Policy work programme agreed and targets / milestones set								Work programmes for the Corporate Policy and Housing Policy teams have been produced and are regularly monitored at a managerial level. Key milestones include



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									the adoption of a revised Enforcement Policy, a new Corporate Charging Policy, a Car Parks Strategy and an Affordable Homes Delivery Plan.
PA_042a	Delivery of Housing Revenue Account Business Plan								HRA Business Plan forecasts updated for 2016/17 – 2018/19 Medium Term Financial Plan. Initial assessment complete on opportunities for additional HRA borrowing. Updated business cases following procurement to be considered by the Executive in April 2016. 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								Our partnership with City of York Council has laid excellent foundations for tackling those long-term empty properties that are having a detrimental effect on neighbourhoods. An audit of properties identified as potentially empty from

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									Council Tax records took place between September 15 and March 16. This identified that of the 381 potentially empty properties, 66 were now definitely occupied. Of the the 214 that were definitely empty, most have been empty for under 2 years and 15% were displaying healthy 'market churn' conditions (For Sale, Sold, To Let) and should be re-occupied in the short to medium term. A further 17 (8%) were undergoing repair, a percentage of which we can assume will be brought back in to use in the short/medium term. Only a small proportion were in such a poor condition to have a detrimental effect on the neighbourhood.
PA_042c	Delivery of Homelessness Strategy								<p><b>Gold Standard</b> In Qtr 4 we received notification we had received the Bronze Standard Accreditation award, a nationally recognised award for homeless services. The Gold Standard Challenge is part of the Homelessness Strategy and it tests a number of areas which include actively working partnership with others have having a proactive approach to preventing homelessness in the area. We aim to achieve the Silver award within 2016/17 before going on to reach Gold Standard.</p> <p><b>Private Sector Landlords</b> In 2015/2016 we have extended our work with lenders and private sector landlords. We joined the Breathing Space Mortgage rescue scheme and have carried out Landlord awareness events to help us build relationships. Working with Better Homes Yorkshire we are supporting private sector landlords to improve the</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	Previous YTD 2014/15	Latest Note
									energy efficiency of their homes and subsequently more affordable and accessible for our Housing Options customers.
PA_043	Maintain accreditation (Lexcel)								Audit took place 20 April. Recommended for accreditation. Confirmation of acceptance of recommendation awaited from the Law Society.



# Selby District Council

## REPORT

Reference: E/16/2

Item 5 - Public



**To:** The Executive  
**Date:** 2 June 2016  
**Status:** Key Decision  
**Report Published:** 24 May 2016  
**Author:** John Raine – Head of Technical Finance  
**Executive Member:** Councillor C Lunn – Lead Member for Finance & Resources  
**Lead Director:** Karen Iveson, Executive Director (s151)

**Title:** Treasury Management – Annual Review 2015/16

### Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the financial year to 31 March 2016 and presents performance against the Prudential Indicators.

On average the Council's investments totalled £30.5m over the year at an average rate of 0.67% and earned interest of £232k which was £16k below budget. This shortfall was mitigated by in year revenue savings.

Long-term borrowing totalled £60.3m at 31 March 2016, with an average interest rate of 4.19%. £57.7m of long term borrowing related to the Housing Revenue Account (HRA). The Council had no short term borrowing in place as at 31 March 2016.

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

### Recommendations:

- i. **Councillors endorse the actions of officers on the Council's treasury activities for 2015/16 and approve the report.**

## Reasons for recommendation

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

### 1. Introduction and background

- 1.1 This is the final monitoring report for Treasury Management in 2015/16 and covers the period 1 April 2015 to 31 March 2016. During this period the Council complied with its legislative and regulatory requirements.
- 1.2 Treasury management in Local Government is governed by the CIPFA “Code of Practice on Treasury Management in the Public Services” and in this context is the management of the Council’s cash flows, its banking and its capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.
- 1.3 The Council’s Treasury Strategy, including the Annual Investment Strategy was approved by the Executive on 5 February 2015 and this incorporated the Prudential Indicators which had been approved by Council at its meeting on 24 February 2015.
- 1.4 The two key budgets related to the Council’s treasury management activities are the amount of interest earned on investments £248k (£200k General Fund, £48k Housing Revenue Account) and the amount of interest paid on borrowing £2,525k (£112k General Fund, £2,400k Housing Revenue Account).

### 2. The Report

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

- 2.1 The original expectation for 2015/16 was that Bank Rate would not rise during the year and for it to start gently rising from December 2015. Bank Rate remained at its historic low of 0.5% throughout the year and has now remained unchanged for seven years. Market expectations as to the timing of the start of monetary tightening started the year at early in 2016 but then moved back to around June 2017 by the end of the year.
- 2.2 Market expectations have moved radically during the year due to many factors including concerns regarding China’s economic slowdown, some emerging markets’ exposure to the Chinese slowing economic growth, the continuation in the collapse in oil prices and Eurozone growth uncertainties. These concerns have caused sharp market volatility in equity and bond prices.

- 2.3 Inflation has been largely flat throughout 2015/16. The Consumer Price Inflation (CPI) remained largely unchanged for the majority of the year from its starting point of -0.1% in April, ending December at 0.1%. However, as a result of changes in fuel prices, CPI rallied slightly in the final quarter of 2015/16, ending March at 0.5%.
- 2.4 Deposit rates remained depressed throughout the year, as shown in Table 1, primarily due to the effects of the Governments Funding for Lending Scheme as well as the continuing weak expectations as to when Bank Rate would start rising.

**Table 1: Average Interest Rates 1 April 2015 to 31 March 2016**

	<b>April 2015</b>	<b>June 2015</b>	<b>Sept 2015</b>	<b>Dec 2015</b>	<b>March 2016</b>
<b>Base Rate (Bank Rate)</b>	0.50	0.50	0.50	0.50	0.50
<b>Over Night</b>	0.30	0.30	0.40	0.40	0.40
<b>7 Days</b>	0.40	0.40	0.40	0.40	0.40
<b>1 month</b>	0.40	0.45	0.45	0.45	0.45
<b>3 Months</b>	0.50	0.50	0.55	0.55	0.55
<b>6 Months</b>	0.60	0.65	0.70	0.70	0.70
<b>1 Year</b>	0.90	0.90	1.00	1.00	0.95

- 2.5 In terms of gilt yields, the actual movement in year meant that the general trend in PWLB rates during 2015/16 was an increase in rates during the first quarter followed by marked bouts of sharp volatility from July 2015. However, the overall dominant trend for rates was a fall to historically low levels by the end of the year.
- 2.6 The Council's Treasury Advisors, Capita, provided a forecast for interest rates for both investments and PWLB borrowing as part of the Treasury Management Strategy. Table 2 shows the actual bank rate and PWLB rates at the end of the year compared to forecasts during the year. The table shows the bank rate ended the year at 0.5%, the same level as at the start of the year, whilst PWLB rates are up to 0.3% lower depending on the duration of the borrowing as a result of the movement in the gilt markets throughout 2015/16.

**Table 2: Interest Rates Forecast During Year & Actual at 31 March 2016**

	Forecast	Forecast	Forecast	Forecast	Actual
	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	31 March 2016
<b>Bank Rate</b>	0.50	0.50	0.50	0.50	0.50
<b>5 Yr PWLB</b>	2.40	2.40	2.40	2.00	1.61
<b>25 Yr PWLB</b>	3.70	3.40	3.60	3.40	3.11
<b>50 Yr PWLB</b>	3.70	3.40	3.60	3.20	2.92

**Annual Investment Strategy 2015/16**

2.7 The Annual Investment Strategy outlines the Council's investment priorities which are :

- ⊕ Security of Capital and
- ⊕ Liquidity of its investments

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

2.8 The Council's aim was to achieve optimum return on investments commensurate with these priorities. In the current economic climate it was considered prudent to keep investments with financial institutions short-term thus minimising the on-going risks within the banking sector.

2.9 The Council continues to invest in only highly credit rated institutions, through the sweeping arrangement with North Yorkshire County Council (NYCC), using the Capita Asset Services suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year. Appendix A shows an analysis of Investments at 1 April, 30 June, 30 September, 31 December and 31 March.

2.10 As noted in **paragraph 2.4** investment rates have remained low throughout 2015/16 due to a combination of Bank rate continuing at low levels and the Government's Funding for Lending scheme. In addition increased security risks have also reduced the timeframe of investments and the choice of institutions available with which to place investments.

2.11 The Council achieved an annual rate of return of 0.67% on investments, which was lower than the budgeted figure of 1.25%. While higher than anticipated cash balances (due to changes in the capital programme as well as a combination of savings and rephasing of expenditure within the revenue budget) offset some of the shortfall in investment income, the overall return of £232k was £16k below the budget of £248k. The shortfall on the investment income budget was mitigated by in year savings within the overall revenue budget. The £232k investment



income was allocated £187k to the General Fund and £45k to the HRA.

- 2.12 The investment of the cash balances of the Council were fully managed as part of the overall investment pool operated by North Yorkshire County Council throughout 2015/16 at an average rate of 0.66%. As at 1 April 2015 a residual £9m of fixed term deposits were in place, which had been invested prior to the transfer of funds to North Yorkshire County Council in December 2014. However, by October 2015 all direct fixed term deposits had matured and transferred to the pooled investment fund.
- 2.13 Funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council held approximately £14.0m of core cash balances made up of earmarked reserves and capital receipts set aside to repay debt for investment purposes (i.e. funds available for more than one year). Table 3 shows the Council's investment position as at 31 March 2016.

**Table 3: Investment Portfolio Position**

	31 <sup>st</sup> March 2015		31 <sup>st</sup> March 2016	
	Principal £'000	Annual Return %	Principal £'000	Annual Return %
Total Investments:	24,315	0.70	25,879	0.67

**Borrowing**

- 2.14 It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix B. Officers can confirm that the Prudential Indicators were not breached during the year.
- 2.15 Table 4, which sets out an analysis of the Council's long term debt position, shows no further borrowing was undertaken in 2015/16 to support the capital programme as per the TMSS.

**Table 4: Current Long Term Debt Position**

	31 <sup>st</sup> March 2015		31 <sup>st</sup> March 2016	
	Principal £'000	Rate %	Principal £'000	Rate %
Long Term Fixed Rate Funding:				
- PWLB (Public Works Loan Board)	53,833	3.63	53,833	3.63
- Market	6,500	8.79	6,500	8.79
Total Long Term Funding	60,333	4.19	60,333	4.19
Short Term				
- PWLB/Market	0	0.00	0	0.00
Total Debt	60,333	4.19	60,333	4.19

- 2.16 The long term debt is split into two portfolios, one for the General Fund with £2.6m at an average rate of 4.31% and one for the HRA with £57.7m at an average rate of 4.18%.
- 2.17 The Council approved an Authorised Borrowing Limit of £79.0m and an Operational Borrowing Limit of £71.0m for 2015/16.
- 2.18 As at 31 March 2016 the Council was in an over-borrowed position of £2.7m, a reduction of £0.1m from 31 March 2015 – this is as a result of the required set-aside of a Minimum Revenue Provision (MRP) to repay debt. This means that capital borrowing is currently in excess of the Council's underlying need to borrow. The small change in the over-borrowed position has resulted from capital expenditure funded from internal borrowing (£1.5m) offset by voluntary HRA MRP payments (£1.3m) and in year General Fund MRP payments (£0.1m). The over borrowed position will begin to reverse in 2016/17 as further loans are made to support the Housing Trust, with no further plans to undertake any additional long term borrowing in the short/medium term.

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

#### **3.1 Legal Issues**

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

### **3.2 Financial Issues**

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

### **4. Conclusion**

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

### **5. Background Documents**

Finance treasury management files

#### **Contact Details**

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#### **Appendices:**

Appendix A – Analysis of Deposits at 1 April 2015, 30 June 2015, 30 September 2015, 31 December 2015, 31 March 2016.  
Appendix B – Prudential Indicators as at 31 March 2016.

**Analysis of Deposits At 1 April 2015, 30 June 2015, 30 September 2015, 31 December 2015 and 31 March 2016**

Institution	At 1 April 2015			At 30 June 2015			At 30 September 2015			At 31 December 2015			At 31 March 2016		
	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %
Lloyds	3,000	16-Oct-15	1.00	3,000	16-Oct-15	1.00	3,000	16-Oct-15	1.00						
Lloyds	2,000	04-Aug-15	0.95	2,000	04-Aug-15	0.95									
Newcastle City Council	1,000	28-Sep-15	1.00	1,000	28-Sep-15	1.00									
Newcastle City Council	3,000	07-May-15	1.00												
North Yorkshire County Council	15,315			22,886			28,529			33,979			25,879		
Total Deposits	24,315			28,886			31,529			33,979			25,879		

**Prudential Indicators – As at 31 March 2016**

Note	Prudential Indicator	2015/16 Indicator	Quarter 4 Actual
1.	Capital Financing Requirement £'000	65,511	58,284
	Gross Borrowing £'000	61,070	61,025
	Investments £'000	17,975	25,879
2.	Net Borrowing £'000	42,358	35,146
3.	Authorised Limit for External Debt £'000	79,000	79,000
4.	Operational Boundary for External Debt £'000	71,000	71,000
5.	Limit of fixed interest rates based on net debt %	100%	100%
5.	Limit of variable interest rates based on net debt %	30%	30%
6.	Principal sums invested for over 364 days		
	1 to 2 Years £'000	20,000	0
	2 to 3 Years £'000	15,000	0
	3 to 4 Years £'000	5,000	0
	4 to 5 Years £'000	5,000	0
7.	Maturity Structure of external debt borrowing limits		
	Under 12 Months %	20%	0%
	1 Year to 2 Years %	20%	0%
	2 Years to 5 Years %	50%	1.66%
	5 Years to 10 Years %	50%	10.77%
	10 Years to 15 Years %	50%	0%
	15 Years and above %	90%	87.57%

**Notes to the Prudential Indicators**

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

## APPENDIX B

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

# Selby District Council

## REPORT

Reference: E/16/3

Item 6 - Public



**To:** The Executive  
**Date:** 2 June 2016  
**Status:** Non Key Decision  
**Report Published:** 24 May 2016  
**Author:** Glenn Shelley – Interim Services Manager  
**Executive Member:** Councillor Cliff Lunn – Lead for Finance  
**Lead Officer:** Karen Iveson – Chief Finance Officer

**Title:** Revenues and Benefits Procurement Exercise

### Summary:

This report updates the Executive on the procurement of a Strategic Partner for the delivery of the Revenues and Benefits Services at Selby and Craven District Councils. Craven also require the Partner to deliver ICT Services. The report sets out the officer decision not to continue with the process.

### Recommendations:

**To note that Officers have completed the first round of competitive dialogue in the procurement process authorised by the Decision of the Executive on 5 November 2015 but that having considered the submissions received it has been decided not to proceed to stage 2 of the process or seek approval to proceed to final tenders.**

### Reasons for recommendation

The stage 1 process identified that there is a lower than expected market interest for the arrangements proposed by the Councils and the proposals made do not meet the aspirations of the Partners to a degree that indicated that they could not be improved on at stage 2 to warrant the continued investment of time in the process.

## 1 Introduction and Background

1.1 In December 2014 the Executive considered a report which set out the potential to test the market and identify a commercial partner for the delivery of Revenues and Benefits services at Selby and Craven District Councils. Craven were additionally looking for the partner to deliver ICT services. The Executive delegated authority to

the Managing Director of Access Selby to join with Craven District Council to invite Expressions of Interest through a competitive dialogue process with a view to establishing a Joint Venture for the delivery of these Services. This report provides an update on the progress to date.

## **2 The Report**

- 2.1 A Project Board was established to ensure effective oversight of the process. The Board received legal and procurement advice on an on-going basis from the North Yorkshire Procurement Partnership. Officers undertook pre-market discussions with a number of potential providers. It was clear from the discussions that stipulating a Joint Venture as the legal structure of any commercial entity would severely limit interest in the Councils' offer. Therefore, the Councils took a less prescriptive approach and sought a strategic partner.
- 2.2 The key objectives for the partnership were:
- to ensure cost effective IT and Revenues and Benefits Services as well as continual improvement and transformation;
  - to deliver service innovation potentially through investment to deal with continually changing service demands;
  - to generate capacity to trade services and provide a sustainable income source to all partners;
  - to protect local employment but provide resource flexibility and enable resilience;
  - to develop the service through ICT and channel shift to reduce customer contact and demand;
  - to deliver guaranteed savings.
- 2.3 As the procurement process moved through Pre-Qualification Questionnaire and into the dialogue phase, the initial commercial interest in the proposal quickly reduced. In withdrawing from the process and setting out their reasons for this decision, a number of companies articulated that they did not consider the outcomes relating to the level of savings and income generation to be achievable in the current market place. Three companies did engage in initial dialogue with the Councils in January 2015. However, only one submitted an Outline Solution in February 2016.
- 2.4 The Project Board has reviewed the submission and it is clear that it does not meet the Councils' aspirations for the project. In respect of Income Generation, the amount offered was insufficient to justify the level of proposed up-front investment in technology. Furthermore, proposals regarding increasing income through reviews of Empty Property and Single Person Discounts were found to be unrealistic based on the Councils' existing successful track records in reviewing these.
- 2.5 Given that there is only one remaining bidder and the gap between the Councils' aspirations for the partnership and the outline submission received, the Project



Board considered it appropriate to stop the current procurement process and reconsider options for the services in question.

- 2.6 Whilst there has been some officer time spent on the project, the direct cost of the competitive dialogue process has been relatively low and the competitive dialogue discussions with bidders provide useful insight to the market and future developments for the service.

### **The View from Craven District Council**

- 2.7 Throughout the process officers from both Councils have worked closely together, both were signed up to the key outcomes of the project. Having considered the Outline Solution received and the lack of interest from the market place, officers at Craven District Council agree that the Councils should now stop the procurement process. A report will be received by Craven's Policy and Resources Committee on 7 June to bring the process to a close from their perspective.

### **Next Steps**

- 2.8 Whilst the officer decision is to close the competitive dialogue process, the need to develop and improve the service remains, including achieving the cashable efficiency savings
- 2.9 Officers are developing proposals for the service as part of the ongoing functional review and are developing proposals for a comprehensive review of the service which will explore future delivery options and service improvement plans.
- 2.10 The service review for Revenues and Benefits and report back to the Executive in due course and as required. The review will be undertaken over the next 6 months and will examine the way this service is currently delivered, along with the potential for alternative approaches and models in order to achieve operational efficiencies, cashable savings and/or income generation as well as improved outcomes for customers and taxpayers generally.
- 2.11 The review will include engagement with potential partners and benchmark Selby's performance against higher performing councils in order to learn from best practice and future innovations being considered elsewhere in the country.

## **3 Impact Assessment**

- 3.1 As the process is closing an impact assessment is not necessary.

## **4 Risks**

### **Legal**

- 4.1 Officers have taken legal and procurement advice in order to close the procurement process in accordance with the relevant legislation.

## **Financial**

- 4.2 Whilst this report sets out the officer decision to end the procurement process, the need for financial savings and efficiencies remains. A savings target of £50,000 linked to the procurement project remains for 2016/17. Officers will now review options for the service (including the potential for collaboration with other councils) to identify opportunities for efficiencies, savings and income generation.

## **5. Conclusion**

- 5.1 This report updates the Executive on the progress made to date on the procurement of a revenues and benefits service. It then sets out the officers' decision and rationale to stop the procurement process and plans to review the service.

## **6. Background Documents**

### **Previous Executive Reports**

4 December 2014

<http://www.selby.gov.uk/all-committee-meetings/71?page=1>

5 November 2015

[http://www.selby.gov.uk/sites/default/files/Documents/Committees/Agendas/Exec\\_Agenda\\_05.11.15\\_WEBVERSION.pdf](http://www.selby.gov.uk/sites/default/files/Documents/Committees/Agendas/Exec_Agenda_05.11.15_WEBVERSION.pdf)

### **Appendices:**

None

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