

# Selby District Council



## Agenda

Meeting: **Executive**  
Date: **Tuesday 12 July 2016**  
Time: **4.00pm**  
Venue: **Committee Room**  
To: **Councillors M Crane (Chair), J Mackman (Vice Chair),  
C Lunn, C Metcalfe and R Musgrave.**

### 1. Apologies for absence

### 2. Minutes

The Executive is asked to approve the minutes of the meeting held on 2 June 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. Selby District Council Annual Report 2015/16**

Report E/16/4 presents the annual report which sets out the Council's achievements, challenges and opportunities, the environment in which we operate and our year-end financial position (pages 5 to 33 attached).

#### **5. Council Tax Support Scheme 2017/18**

Report E/16/5 asks the Executive to review the Council Tax Support Scheme in order to approve new arrangements for 2017/18 and 2018/19 (pages 34 to 40 attached).

#### **6. Financial Results and Budget Exceptions Report to 31 March 2016**

Report E/16/6 outlines the Council's year end financial results for 2015/16 (pages 41 to 62 attached).

#### **7. Business Rate Relief on Academies and Libraries**

Report E/16/7 outlines the proposed amendments to the Council's Discretionary Rate Relief Policy (pages 63 to 66 attached).

#### **8. Leisure Contract Annual Review April 2015 to March 2016**

Report E/16/8 outlines the sixth formal annual review of the Leisure Contract with Wigan Leisure and Culture trust (WLCT), covering the period April 2015 to March 2016 (pages 67 to 80 attached).

#### **9. Selby District Economic Development Strategy 2016-2020 and Beyond**

Report E/16/9 presents the final consultation draft of the Selby District Economic Development Strategy 2016-2020 and beyond (pages 81 to 147 attached).

#### **10. Co-location at the Civic Centre with North Yorkshire Police**

Report E/16/10 provides details of the Co-location of North Yorkshire Police (NYP) at Selby District Council Civic Centre. (pages 148 to 156 attached).

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

Executive  
12 July 2016

<b>Dates of next meetings</b>
<b>Thursday 14 July 2016 – Executive Briefing, 2pm</b>
<b>Thursday 21 July 2016 – Special Executive Briefing, 9am</b>
<b>Thursday 1 September 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 2 June 2016
Time:	4pm
Present:	Councillors M Crane (Chair), J Mackman (Vice Chair), C Lunn, C Metcalfe and R Musgrave.
Officers present:	Mary Weastell - Chief Executive, Karen Iveson - Chief Finance Officer (s151), Gillian Marshall - Solicitor to the Council, Keith Cadman - Head of Commissioning, Contracts and Procurement (Minute Item 97), Mike James - Lead Officer, Communications, Julie Walden - Communications Officer and Palbinder Mann - Democratic Services Manager.
Public:	0
Press:	0

NOTE: Only minute number 5 and 6 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 15 June 2016. Decisions not called in may be implemented from Thursday 16 June 2016.

The Chair welcomed Councillor Richard Musgrave to his first Executive meeting and thanked Councillor Dave Peart for all of his work on the Executive.

Executive  
2 June 2016

**1. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2. MINUTES**

The Executive considered the minutes from the meeting held on 12 May 2016.

**RESOLVED:**

**To approve the minutes of the meeting held on 12 May 2016 for signature by the Chair.**

**3. DISCLOSURES OF INTEREST**

There were no declarations of interest

**4. PERFORMANCE DELIVERY REPORT – QUARTER 4 – 2015/16**

Councillor Crane, Leader of the Council presented the report which provided details of the Council's delivery against key performance measures and Corporate Plan Priorities.

Discussion took place on the major emergency events that had recently occurred in the district. It was felt multi agency discussions were needed on preventative measures to reduce the risk of future events occurring. The Chief Executive explained that there had been a recent multi agency debrief event held at the Civic Centre where discussions had taken place and a report on the event would be shared with the Executive.

The Executive raised the following issues relating to performance targets outlined in the report:

- A query was raised on the performance indicator outlining the average wait time before a customer's phone call was answered at the contact centre. Discussion took place on the current target of two minutes and it was felt that this may need revising and lowering.
- The Executive felt that it would be useful if data could be provided on how many calls were abandoned when waiting to be answered. It was agreed it would be looked into with regard to whether the data could be provided.
- Concern was raised around performance indicators relating to bringing empty homes back into use and it was felt that the data need to be clearer to outline the progress with these targets.

Executive  
2 June 2016

- A query was raised regarding the shortfall in savings outlined in the performance indicator relating to the Savings Strategy and Action and members were advised that a review of savings was in progress as part of the closedown of the Council's 2015/16 accounts.
- The Executive praised the work of staff on council tax debt and rent recovery and felt that staff had performed well in a difficult service area.
- Discussion took place on the performance indicator relating to the street scene contract and further information was requested on how levels of detritus and litter were measured. The Head of Commissioning, Contracts and Procurement stated that data was available for the past two years around this and agreed to provide this to the Executive.

**RESOLVED:**

**To note and approve the report.**

**REASON FOR THE DECISION**

*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.*

**5. TREASURY MANAGEMENT – ANNUAL REVIEW 2015/16**

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which reviewed the Council's borrowing and investment activity for the financial year to 31 March 2016 and presented performance against the Prudential Indicators.

The Executive were advised that the Council's investments, which average £30.5m over the last year, had earned an average return of 0.67%, earning interest of £232k, which fell £16k short of budget. The shortfall was the result of the continuing low bank rate and was mitigated by in year revenue savings. The Council had outstanding borrowing of £60.3m at 31 March 2016 at an average rate of 4.19% - £57.3m of which related to the Housing Revenue Account.

**RESOLVED:**

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

Executive  
2 June 2016

## REASON FOR THE DECISION

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

### 6. REVENUE AND BENEFITS PROCUREMENT EXERCISE

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which updated the Executive on the procurement of a Strategic Partner for the delivery of the Revenues and Benefits Services at Selby and Craven District Councils.

The Executive were informed that there had been lower than expected market interest for the exercise as a result of which the procurement process had been brought to an end however officers would be reviewing the service over the next six months to consider the most appropriate way to proceed.

#### RESOLVED:

**To note that Officers had 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.**

## REASON FOR THE DECISION

*The stage 1 process identified that there was a lower than expected market interest for the arrangements proposed by the Councils and the proposals made did 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.*

The meeting closed at 4.43pm

Executive  
2 June 2016

# Selby District Council

## REPORT

Reference: E/16/4

Public



**To:** The Executive  
**Date:** 12 July 2016  
**Status:** Non key decision  
**Report Published:** 4 July 2016  
**Author:** Mike James, Lead Officer – Marketing and Communications  
**Executive Member:** Cllr Mark Crane  
**Lead Officer:** Mary Weastell, Chief Executive

**Title:** Selby District Council Annual Report 2015/16

### **Summary:**

The annual report sets out the Council's achievements, challenges and opportunities, the environment in which we operate and our year-end financial position. It acts as a central point to tell the narrative of our work, in particular against our Corporate Plan ambitions.

### **Recommendations:**

- i. Executive to approve the draft Selby District Council Annual Report 2015/16 for publication**

### **Reasons for recommendation**

To enable the report to be published online, supported by printed copies distributed to key contacts.

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

The annual report can be used to help tell our story to our residents, partners, stakeholders, business contacts and our staff. The report is comprehensive and designed to act as a central point of review: elements can then be used to support a range of other communications about the work of the Council.



## **2. The Report**

In producing the year's report we have reviewed 'best practice' from both the public and private sector, which has influenced the structure and design of the document.

It is important to note that this report is retrospective, covering the period April 2015 to March 2016, so the information included is relevant for this period. For example, it does not reflect the latest changes to staffing in the organisation agreed after 1 April.

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

### **3.1 Legal Issues**

The report enables us to publish statutory information, such as councillor allowances.

### **3.2 Financial Issues**

The report enables us to publish year-end financial information in the context of the work we do for our community.

## **4. Conclusion**

The report is designed to capture the vast range of work carried out by the Council during the financial year 2015/16. Its design enables us to extract key elements of the report to support other communications; for example using infographics to support social media engagement.

## **5. Background Documents**

None

### **Contact Details**

Mike James, Lead Officer – Marketing and Communications  
[mjames@selby.gov.uk](mailto:mjames@selby.gov.uk) / 01757 292088

### **Appendices**

DRAFT Selby District Council Annual Report 2015/16



Welcome

Annual  
report

2015-16



Annual report

Contents

## Section 1: Overview

- 1.1 Summary of performance ..... p4
- 1.2 Year in review ..... p6
- 1.3 Key challenges and our response to them ..... p8
- 1.4 Our area ..... p12

## Section 2: Strategy

- 2.1 Corporate Plan progress ..... p14
- 2.2 Better Together ..... p24
- 2.3 Internal strategy and staffing ..... p28
- 2.4 Core values ..... p32

## Section 3: Governance

- 3.1 Political structure ..... p36
- 3.2 Councillor allowances ..... p42

## Section 4: Financial statements

- 4.1 Financial overview ..... p44

## Section 5: Summary

- 5.1 Opportunities to get involved ..... p50
- 5.2 Contact details ..... Back page

1.1

Introduction

# Summary of performance



**Cllr Mark Crane**, Leader of Selby District Council



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

*“2015/16 has been the first full year of our new Corporate Plan, which clearly sets out our big ambitions for our area. Developed in partnership with local residents and businesses, key partners and stakeholders, we want to make the Selby district a great place to do business, a great place to make a difference, supported by the Council delivering great value. This report includes details of our achievements so far in these key areas.”*

“Our overall financial performance remains strong, and we can go into the next financial year confident in our ability to invest in our priorities. This has been supported by changes to the way in which business rates are distributed and by changes to government policy relating to renewable energy. We’ve also continued to successfully deliver on our long-term savings and efficiencies programme, which means that although we face the prospect of further reductions in central government funding we retain our ability to invest. Since 2010 the Council has saved over £4m from day-to-day running costs.

“During the year we started the process of re-organising our staff structure to better align with the new priorities set out in the Corporate Plan. This new approach will build on the new ways of working we introduced a few years previously, but will ensure that we have the capacity in the right place at the right time to deliver what we need. Whilst some appointments were made at the end of 2015/16, this process will be finished in 2016/17.

“We cannot operate effectively by acting alone. And this year has once again shown the value of partnership. In particular our on-going Better Together work with North Yorkshire County Council. This is delivering long-term efficiencies for both sides, helping to make us more resilient and enabling us to make use of new skills and support that would otherwise be out of our reach. We’ve seen the benefit across many different areas of our business.

“Once again we have also reacted to new opportunities, where they support our long-term aims, to maximise the benefit to our residents and business community. One of the enduring images of the year has been the district hosting a stage start of the inaugural Tour de Yorkshire cycle race, developed as part of the legacy of Yorkshire hosting the Grand Départ of the Tour de France in 2014. In May 2015 the crowds in Selby town centre to see off the riders, in a town decorated with yellow and blue bikes, was an incredible sight;

it really demonstrated how people across the district embraced the race. We’re thrilled that it returned to the district once more in 2016. Back in April 2015 we hosted a visit from the Taiwanese Ambassador, following a high profile celebrity wedding at Selby Abbey. The wedding sparked intense interest in the district from Taiwanese and Chinese visitors, and the Ambassador’s visit was part of our efforts to connect businesses to new opportunities.

“So we leave 2015/16 clear about our ability to deliver on our long-term goals, satisfied that we have made the most of new opportunities as they have arisen, and confident about our financial position.”

## Spring 2016

1.2 Introduction

# Year in review

Here's a summary of our year...

**0%** increase in council tax implemented from 1 April 2015, keeping the annual cost for a Band D property at £162

We receive **10%** of the total Council Tax bill, with the remainder used to help fund partner organisations

**10,000** lined the streets to watch Selby's stage start of the inaugural Tour de Yorkshire

**23,000** visits to our new leisure centre in its first year since opening  
Over 50 new jobs created at our new leisure village which opened early 2016/17, including ski instructors

**11%** fall in the number of calls received via our customer contact centre as we improve our online services

**£67,000+** distributed by the five Community Engagement Forums in the district to support local activities and groups

**500+** Freedom of Information requests dealt with during the year

**237** new customers signed up for the support and peace of mind offered by our Lifeline service during the year

**50** companies in the Selby district have benefited from targeted support of the Leeds City Region Local Enterprise Partnership

**44,000** is the equivalent of bags of litter picked up from across the district during the year

**30%** increase in website traffic during February and March 2016 compared to the same month the previous year, supported by our new website introduced in 2015

Over 140 Tweets issued on average each month via the @selbydc feed

**600** During the year over 600 people approached the Council's housing options service for a range of housing support, and we were able to help prevent over 240 people most at risk of becoming homeless

**74%** of District Council staff undertook training during the year as part of a commitment to make the Council 'dementia friendly' in everything it does

**£4.1m** £4.1m invested in improvements to our 3,099 council-owned homes

**37,000** copies of our residents' newsletter sent to homes across the district to give information about local services

3 elections for which we counted votes overnight on 7 May 2015: parliamentary, district council and parish council elections

**66.7%** voter turnout at the poll held in May 2015

**473,000** miles travelled by our waste, recycling and grounds maintenance vehicles during the year

**800** Nearly 800 planning applications received during the year, helping to support growth and investment

**10** community officers acting as key links with communities across the district

**1,975** We dealt with 1,975 new housing benefit claims, alongside 24,343 changes of circumstance for existing claimants

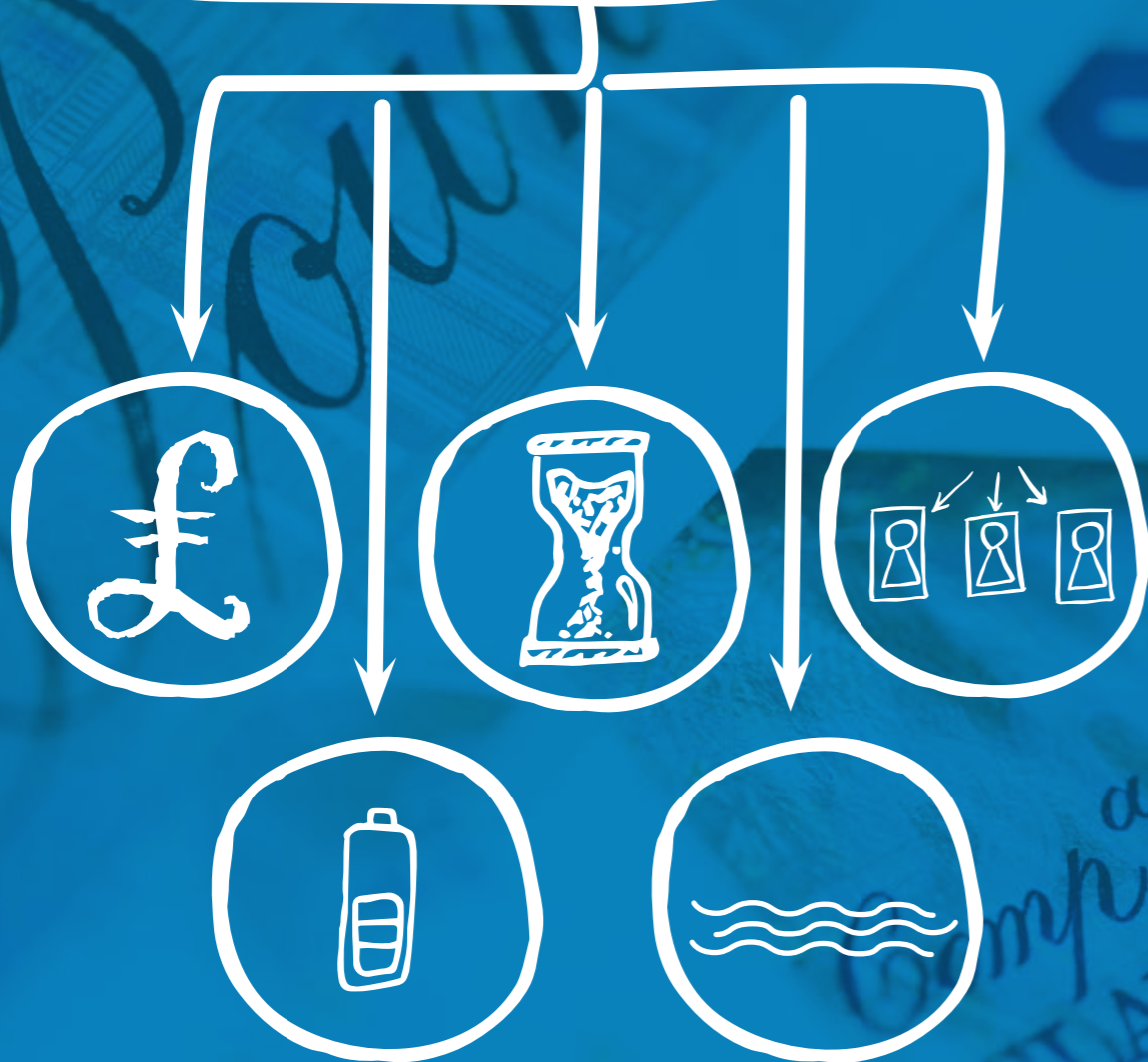
**299** food premises inspected during 2015/16, of which 166 were awarded a top rating of ★★★★★

**70:30** ratio female to male employees, as of 31 March 2016

1.3

Introduction

# Summary of challenges



*We don't operate in isolation. Things that happen nationally, regionally and locally impact on what we do and how we do it. Here is a summary of some of the issues we've faced during the year...*

## National challenges and opportunities

### Austerity

The Government wants to eliminate the deficit by the end of this parliament and that means many government departments have faced big spending cuts. Alongside Council Tax, local councils receive funding from central government, and this continues to reduce. Since the 2010 Comprehensive Spending Review we've seen our funding from central government reduced. Councils cannot operate in deficit and must balance the books each year. So we continue to look at how we can work smarter to make the most of the money we have.

### And our response to it

During 2015/16 we've continued on a long-term plan to make efficiencies, which has so far delivered savings of around £4m since 2010. One key area of development for us has been contracts and procurement, and during the year we have put in place a number of measures to improve efficiency and increase income where possible. For example, we have for the first time ever surpassed one thousand customers for our commercial waste service, which helps to bring in income. We have worked with partners to bring in new sources of income, for example working with our leisure service provider, Inspiring health lifestyles, to secure funding to help improve health and wellbeing from public health, voluntary sector and police partners.

We've also been looking at new ways of delivering services. During the year we developed a project with the Probation Service to identify areas within the district that need labour intensive added value improvements beyond what we would usually deliver, including grounds work and fence painting.

### An ageing population

Lifeline service



We operate in a two-tier local council structure, which means that social care services are delivered by North Yorkshire County Council in our area. Whilst we don't have direct delivery of this service, the impact of an ageing population still has an impact on many of our services. We have to consider how we can best deliver what we do for an older population.

### And our response to it

Within our Corporate Plan, which sets out our big ambitions between 2015 and 2020, we have included a priority of making the Selby district a great place to enjoy life. This focuses on ensuring that the right type of housing is available for those who need it, and we've been working with key partners and county council colleagues to offer targeted support to older residents. For example, our community officers are an integral support to regular 'community cafes' held across the district.

## Devolution of central government powers

The government has been pushing ahead with plans to give more power to the regions, to give councils more of a say about transport and economic development issues. The policy is designed to drive growth and investment by giving the power to people closer to the ground. Devolution has centred around existing local enterprise partnership areas, and the Selby district falls into two of these: Leeds City Region and York, North Yorkshire and East Riding. There have also been calls for a Yorkshire-wide devolution deal, encompassing all areas of the region apart from South Yorkshire which has already agreed a deal based on Sheffield City Region. To receive powers from central government, local councils need to come together to operate as a combined authority.

### *And our response to it*

We've tried to put the Selby district at the heart of discussions about the devolution options for Yorkshire. In partnership with North Yorkshire County Council and other councils who find themselves in two LEP areas, we have been part of discussions about both a Leeds City Region bid and a York-based arrangement. Devolution offers a fundamental change to the way in which local government operates, so we have tried to position ourselves at the centre of the debate, through making best use of networks and contacts to build consensus. As of 31 March 2016 no devolution deal had been agreed for this part of Yorkshire.

## The changing face of the power industry



The Selby district has, in the past, been known for being part of 'Megawatt Alley': home to two major power stations and on the fringe of the country's last remaining deep mining coal mine. The power industry is going through a period of significant change, and the district is not immune to this. During the year we have faced the prospect of the closure of Eggborough power station (which has since been given a reprieve, albeit temporary), the closure of Kellingley coal mine, and major changes to power generation at Drax. We have also seen changes to central government renewable energy subsidies impacting on plans to build a major carbon capture pipeline from Drax to the North Sea.

### *And our response to it*

During the year we facilitated discussions between Eggborough Power Station, Job Centre Plus and the Department of Work and Pensions to support power station staff facing an uncertain future. We also worked closely with Drax Power to look at the potential of a local energy supply scheme included as part of devolution negotiations; these discussions continue. During the year we have been part of discussions with Harworth Estates to bring forward the Kellingley Colliery site for new employment uses too.

## Regional and local challenges and opportunities

### **Dealing with the unexpected**

We have faced two major emergency planning incidents in the Selby district during the year. The first, during autumn 2015, was a large waste fire at Great Heck which continued over many weeks. This was a complex issue to deal with because of the legal position of the site owners balanced against the needs of the community to find a quick solution. Then, during the Christmas and New Year period, we faced significant flooding across large parts of the district. Over 100 properties were affected directly: some areas were accessible only by boat and part of the main bridge in Tadcaster was destroyed, cutting off access between the two sides of the town.

### *And our response to it*

Partnership working has been key to dealing with both incidents. At Great Heck we were able to negotiate a compromise position between our partners which balanced the ongoing legal action with the site owners against the pressing need of the local community to clear the site and stop the impact on local homes and businesses. We supported the clear up work financially. During the flooding our community teams directly supported communities affected, helping the emergency services during the incident on the ground and in terms of communicating with residents, and then giving practical support during the clear-up operation afterwards. In the aftermath we have also administered financial support to householders affected and worked with the local enterprise partnerships to identify and support businesses.





The Selby district lies at the heart of Yorkshire, with a population of circa 82,000, living in 40,000 homes. Our main towns are Selby and Tadcaster, with Sherburn in Elmet as the third largest settlement.

### The Selby district as a place to do business...

The district benefits from being at the heart of Yorkshire, with easy access to major road and rail links throughout the UK, something that is of direct benefit to many of our businesses. We also have significant new business space coming onto the market, with businesses able to get more for their money compared to many of our city neighbours. Our growth sectors centre on advanced manufacturing, transport and logistics, and construction, and we have one of the fastest growing populations in the region as people see the benefits the district has to offer.

### The Selby district as a place to live...

House buyers get more for their money compared to the rest of North Yorkshire and our city neighbours, and our residents live in one of the safest parts of one of the safest counties in England. Our primary schools out-perform the average for England; we have a top-rated community college and highly-rated independent schools. Our residents enjoy easy access to leisure and unspoilt countryside, with three national parks within a day's reach as well as the renowned Yorkshire coast.



**Population of circa 82,000**

**Living in 40,000**

**Primary schools out-perform the average for England**

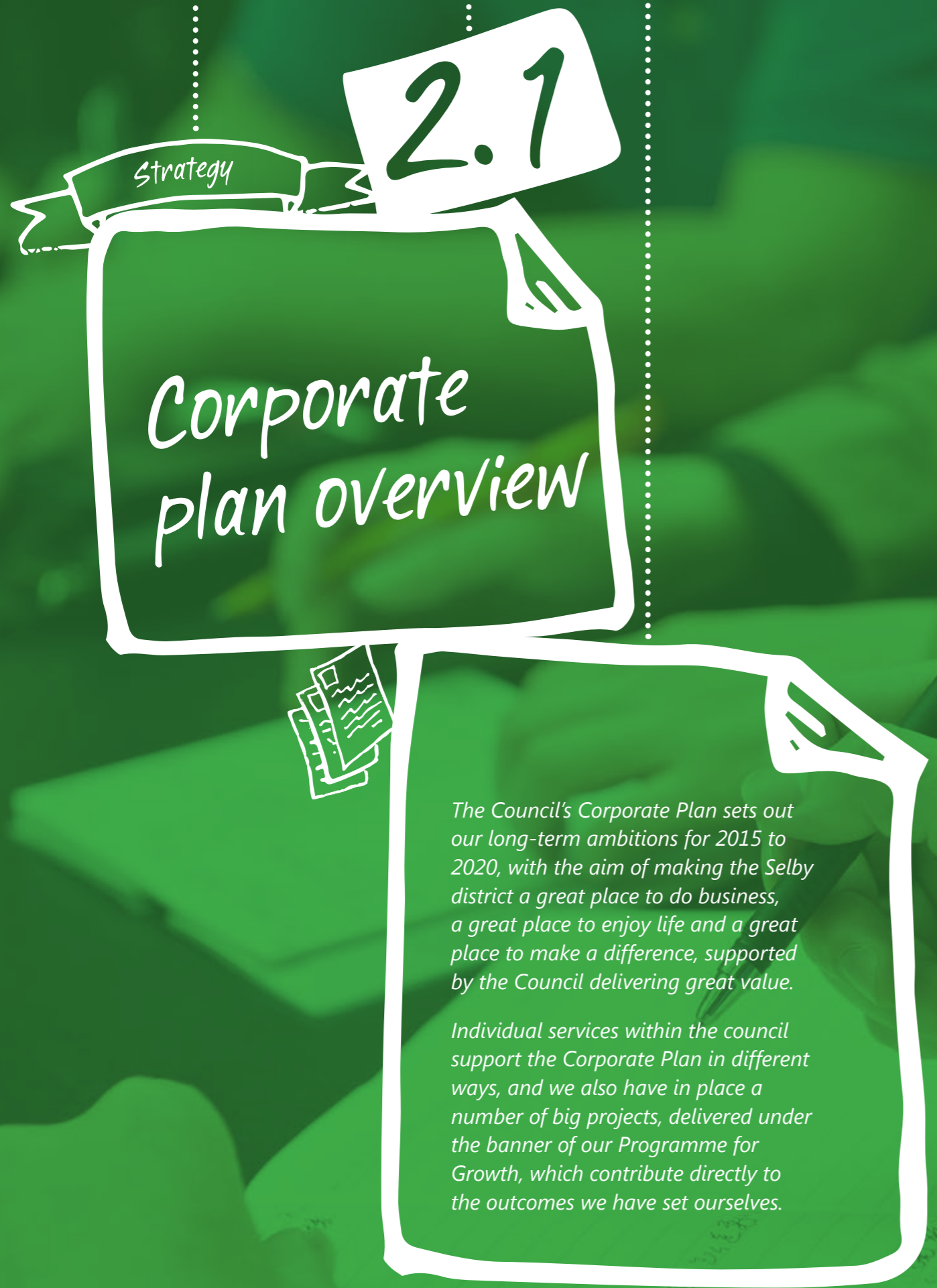
**...top-rated community college and highly-rated independent schools**

**House buyers get more for their money compared to the rest of North Yorkshire**

**Three national parks within easy reach**

**Access to major road and rail links**





Here's an overview of what our Corporate Plan means

**Making the Selby district a great place to do business**

Key focus on this work

- Securing new investment in the district
- Improving employment opportunities
- Working with education providers to support people accessing training and education that will skill them for work
- Working with people and business to help Selby, Tadcaster and Sherburn in Elmet reach their potential

How will we know if we've succeeded?

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

**Making the Selby district a great place to enjoy life**

Key focus of this work

- Improving the supply of housing
- Improving healthy life choices

How will we know if we've succeeded?

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

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

Key focus of this work

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

How will we know if we've succeeded?

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

**Supported by Selby District Council delivering great value**

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



## Here's some of the action we've taken in each of the key areas during 2015/16

### A great place to do business...

#### Headlines...

- 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, supported by the Council, 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 for Selby town into 2016/17
- A new service to support growth amongst small and medium-sized businesses has been launched, match funded by Selby District Council and Leeds City Region, to complement the support provided to start-ups and micro-businesses

#### In more detail...

We've been restructuring our organisation to better support the Corporate Plan objectives, and in June 2015 we commissioned East Riding of Yorkshire Council to help us draw up a number of options for how we could support a new economic development function in years ahead. This has involved a fundamental review of the district's economic strengths and weaknesses. The options for how best to deliver economic development support will be considered by the Executive in 2016/17.

We cannot deliver economic growth alone, which is why strong partnerships are vital. We have, during the year, worked closely with the owners and potential developers of the Olympia Park site at Barlby, which in the previous year received funding support from both the Leeds City Region and York, North Yorkshire and East Riding LEPs as a regional strategic development site. We have also worked to widen our dialogue with developers through the delivery of a special 'developers' forum' event in December 2015.

Practical support for business has been developed during the year, with the Council investing in a new growth advisor for small and medium-sized companies from November 2015. We have also continued to support monthly business networking Enterprise Cafes and an annual Enterprise Day. The 2015 event attracted over 160 business representatives with over 30 exhibitors, including the LEPs and Federation of Small Businesses.



We have taken steps to put us in a good position in the long-term to support new growth, with the purchase of the Burn airfield site in July 2015. This is a strategically important site, and the purchase opens up new long-term options for the Council, given the airfield's proximity to the M62 motorway and other key transport routes. Whilst no specific plans for development are in place at the moment, the purchase is part of a strategic plan to ensure good quality development land is available, with the potential to support new investment, jobs and opportunities.

We have also explored the potential of using the site for new solar power generation; and during the year we started work to consider whether our housing stock could benefit from an investment in renewable energy supplies. This will continue into 2016/17.

In terms of education, we have continued to work with a number of key partners, including local schools, the County Council, Construction Training Board, Groundwork and Selby and District Housing, on proposals to develop a construction, skills, training and employment offer. The group has produced a Selby Construction Skills Prospectus to help engage potential investors and developers.

### Focus on... supporting business growth

During the year the Council and the Leeds City Region LEP have been working alongside Legal and General Capital to secure new investment in the Selby district that will create around 400 new jobs. The company will produce modular homes at a new factory site at Sherburn in Elmet, which is set to become the largest such factory in the world.

*"I'm delighted that the LEP was able to play a significant role in securing Legal & General's investment into the Selby district. The confidence shown not only brings over 400 jobs to the area, it highlights the strength of the City Region's workforce within the manufacturing sector and underlines our attractiveness to international investors due to our location at the heart of the UK which ensures easy access to both domestic and global markets."*

**Roger Marsh OBE**, Chair of Leeds City Region Enterprise Partnership

*"This is a real vote of confidence in the Selby district as a great place for business investment. Our transport links, the availability of affordable business space, and the quality of life here in Yorkshire all contribute to the growth potential of our area. This isn't just about jobs, this is about housing too and we're excited by the products that will be made at this site. We've been working with Legal & General for some time now, and we'll continue to do so, to finalise plans for this major investment in the Selby district."*

**Cllr Mark Crane**, Leader of Selby District Council



## A great place to enjoy life

### Headlines...

- A five-year land supply is in place
- The *Move it Loose it* scheme has attracted adults to lose weight through a twelve-week healthy diet and exercise programme
- Children and their families have also developed healthy lifestyle behaviours through the Extended Active Healthy Schools programme, delivered to year one and year four 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



### In more detail...

A major piece of work during the year has been the progress of PLAN Selby, our long-term development plan for the district which will support new housing and business growth. Over summer 2015 we engaged with around 1,000 individuals and organisations about the plan, to ensure it meets the needs of people living and working in the district. This included parish councils, local groups and infrastructure bodies such as those responsible for highways, water and education provision. Meanwhile, in November 2015, we secured an important legal victory in support of PLAN Selby, when the Court of Appeal dismissed an appeal brought by Samuel Smith's Old Brewery Tadcaster against the decision of the High Court the previous year to refuse their application to quash PLAN Selby. The ruling means the Council can now progress the development of PLAN Selby into 2016/17.

Allied to this, in December 2015 the Council confirmed a five year land supply for new development, which means it now has more influence to shape sustainable development. Without a five year land supply, the Council wasn't in a position to reject housing developments in less suitable locations because there were not alternative, and more suitable, sites available. PLAN Selby will identify primary sites for new homes, where they can be supported by adequate infrastructure.

We introduced the Community Infrastructure Levy in January 2016. This is a new approach to managing financial contributions from developers and enables the Council to better support spending on infrastructure projects such as transport, flood defence, schools, health facilities or green spaces. It was introduced after extensive consultation and independent assessment.



We continue to see investment in leisure services, helping our residents to enjoy life as well as supporting our businesses. Construction of the brand new Selby Leisure Village – Summit Indoor Adventure – has progressed on target during the year, including the 'topping out' of the building in October, and the internal fit out work nearly complete by the end of March 2016. The £6m investment includes bowling, adventure climbing, play zones, aerial trekking ropes, an indoor BMX park and ski simulators. It will be marketed across the region to encourage visitors into Selby, supported by the adjacent leisure centre which opened in March 2015. The leisure village opened in 2016/17.

Meanwhile, during the year, we completed preparations for a new skatepark at the leisure complex site too, which included a consultation with young people to involve them in the design of their facility.

To support people to make healthy life choices, our leisure services provider, Inspiring healthy lifestyles, has continued to deliver 'Move it Lose it'. Over 500 people have completed the twelve-week programme during the year, with nearly 100 of these losing 5% body weight within six months.

### Focus on... Tour de Yorkshire

10,000 people lined the streets of Selby town centre on Saturday 2 May to see the stage two start of the inaugural Tour de Yorkshire race. Following the Tour de France Grand Départ in Yorkshire the previous summer, the new race welcomed international riders from top class teams.

1.5 million people watched the race pass by during its three days on Yorkshire's roads, and coverage was broadcast in over 120 countries around the world.

Star riders included Sir Bradley Wiggins and Marcel Kittel, who won one of the Tour de France stages held in Yorkshire in 2014.

In Selby, the day included a community bike ride, giving children the chance to ride the processional race route ahead of the professional cyclists. The day was also supported by a Festival of Cycling held at the Bowling Green, with live music and updates from the race.

Businesses throughout Selby town centre came together to celebrate the race; many decorated their shop windows. Abbey Fisheries were the winners of a special shop display competition run by Selby District Council in partnership with the Selby Town Enterprise Partnership and supported by local media partners.



## A great place to make a difference

### Headlines...

- Following the introduction of the Council's 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 and is now helping customers get involved through multiple routes, including tenants' groups and community engagement forums, where people are able to have their say about the design of services as well as testing systems
- Local volunteer capacity and appetite is being identified to engage people in an active role in transforming services



### In more detail...

In September 2015 we agreed a new customer strategy, which gives us the framework for how we will organise a range of work looking at customer focus and customer involvement in the way in which services are delivered.

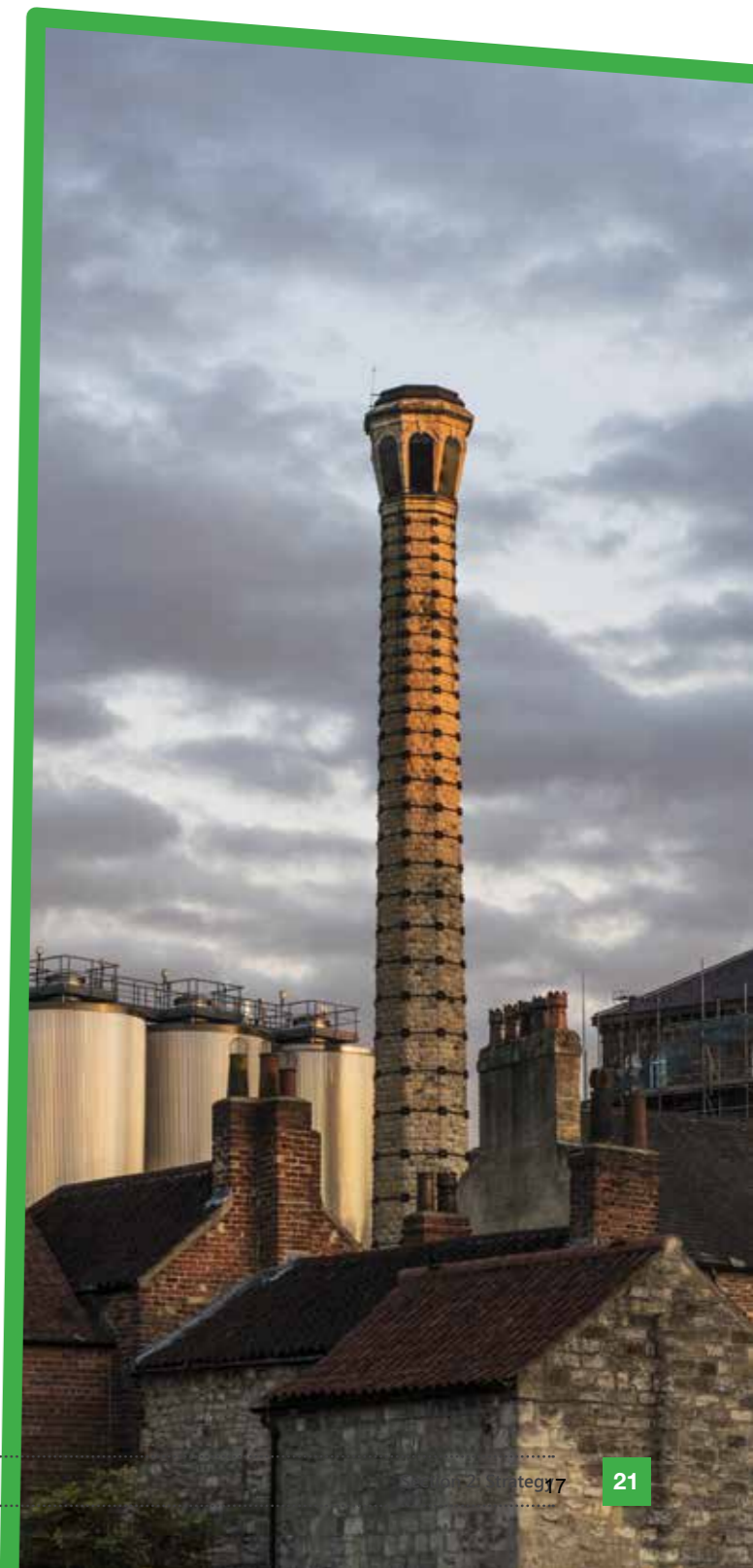
With a shared customer base, it makes sense for us to work in close partnership with North Yorkshire County Council on these issues. This will give both councils the opportunity to explore website improvements and to progress the development of a single customer account. A number of projects have been started to make it easier in the future for customers to access our services online. The work during 2015/16 will enable us to deliver many improvements in the future, including the option for customers to make payments on-line. We will also be working closely with our customers to ensure we continue to provide a service to those for whom on-line access is, for whatever reason, not an option.

Through our links with the North Yorkshire Stronger Communities Programme we are working closely with volunteer-led groups in Tadcaster and Sherburn in Elmet for them to manage the libraries there, which will be the basis of a service 'hub'. There is already a volunteer IT Buddy scheme provided by North Yorkshire Libraries and during the year we developed plans to work closely with community and voluntary groups to build on this to deliver a volunteer community navigator service. This will provide support to customers to access a range of services on-line and to signpost people to other local organisations that can provide assistance with particular issues.

*As a public sector body, we need to make sure that we make policy decisions and design services in a way that eliminates discrimination or harassment, and advances equal opportunity and good relations between groups.*

The Council may sometimes need to carry out an equality impact screening on a policy or service change. Depending on the outcome of the screening, the Council may need to carry out a full equality impact assessment, and publish the results into the public domain along with a report.

During the year we carried out equality assessments to support the implementation of new policies including our enforcement policy, corporate charging policy, alcohol licensing policy and new arrangements for scrap metal dealers. We reviewed the homelessness strategy with an equality assessment and also used this approach to support the development of our customer strategy during the year.



## Delivering great value

### Headlines...

- Increased income, supported by improved debt collection rates, including £108,000 more Council Tax and £46,000 more rent debt recovered than last year
- New claims or changes to claims for Housing Benefit have been processed 23% quicker compared to the previous year
- Customers are, on average, waiting two minutes fewer than last year to see an advisor at the Contact Centre

### In more detail...

In February 2016 the County Council became our supplier of IT support services, replacing a previous arrangement with Craven District Council. Under the new contract, the District Council is set to make savings over a number of years, as well as benefit from greater resilience.

In October 2015 we agreed to share our civic centre office space with North Yorkshire Police in a move that will make best use of public sector assets for local taxpayers. The Police will re-locate staff from their existing police station during 2016/17 delivering a direct saving to them: and the move will also support income generation for the District Council. We expect the move to have other benefits too, including greater joint working between the two organisations in dealing with community issues. We have already seen evidence of this since the relocation of a small number of police officers to the civic centre during 2014/15.

The overall savings and efficiencies plan has continued to deliver results during the year. At the end of the year savings of £944k had been delivered.

In March 2016 the Executive agreed to continue a pilot approach to delivering finance support services jointly with North Yorkshire County Council. This has been in place as a pilot throughout 2015/16.

## Delivering improvements day-to-day

We've seen key improvements in the way in which we deliver our day-to-day services, which also supports our big ambitions for the district.

We've delivered improved performance in Development Management due to mutually acceptable extensions of time being signed with applicants. This offers the flexibility often required to ensure negotiations can take place upfront. Major applications have also reached Planning Committee in a timely manner.

We've put in place a new commercial element for our repairs and maintenance service. It commenced trading joinery and electrical services for paying customers during the year.

With improvements in infrastructure, supported by a trend of reducing customer contact, we have received 108,334 customer phone calls into our Customer Contact Centre compared to 125,005 last year. Face-to-Face customer visits are also down to 21,325, compared to 23,610 in 2014/15.

We have seen strong performance in Benefits and Taxation, 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.

**Improved debt collection rates, including**  
**£108,000**  
**more in Council Tax**

**£46,000**  
**more rent debt recovered than last year**

**The speed at which Housing Benefit claims have been processed increased by** **23%**

**Customers are, on average, waiting two minutes fewer than last year to see an advisor at the Contact Centre**



Strategy

2.2

# Better Together

**SELBY**  
DISTRICT COUNCIL

**North Yorkshire**  
County Council

*"We've called it Better Together because we know we can improve services and increase efficiency for people who live, work or visit the area when both councils work better together. We're sharing staff, expertise and skills. We're also sharing finance, legal and business support expertise and IT services."*

Councillor Carl Les, leader of North Yorkshire County Council

## We're Better Together

Better Together is the name we have given to a programme of work with North Yorkshire County Council to see if we can improve the customer experience as well as deliver savings by working together more effectively.

As we both deliver services to the same customers, it makes sense for us to work together.

The work is divided up into a number of core themes

- Customer and community programme: improving the way in which we do things and getting people more involved
- Property programme: making best use of our buildings and assets
- Back office efficiencies: can we do more for less by doing it together?

This type of partnership is unusual in local government and is being strongly supported by central government grant funding, including £137,000 to help the County Council develop a new website for the District Council and help to improve systems used to serve customers who contact us. The councils have also been granted £555,000 to help them deliver better services to communities and give residents and businesses a greater role in the design and delivery of their local services.

## Highlights for 2015/16

### The Customer and Community Programme

During 2015/16 a significant review of this part of the project has taken place. This is in light of additional central government funding received during 2014/15 to support key outcomes such as greater involvement of people in decisions about their own services.

One key achievement during the year has been the development of the Safer Selby Hub. This initiative brings together the district and county councils, North Yorkshire Police and a range of others to make the district a safer place. The aim is to ensure there is an effective early response to safety concerns, before issues become more serious or difficult to deal with.

This joint working is changing the way in which the councils and police work together to better identify those at risk, and to better support them once they have been identified; also in making sure there is a coordinated response to issues across different public organisations. This makes it better for people receiving support, because it reduces duplication. It also reduces costs too, because by getting involved early we can prevent issues becoming more serious and difficult to deal with.





County Council's youth support service.

### Back Office functions

From 1 February 2016 the County Council has delivered IT support services for the District Council, in a deal that covers day-to-day helpdesk assistance alongside strategic IT work. The joint arrangement builds resilience and improves performance, as well as supporting the wider Better Together agenda to support future savings.

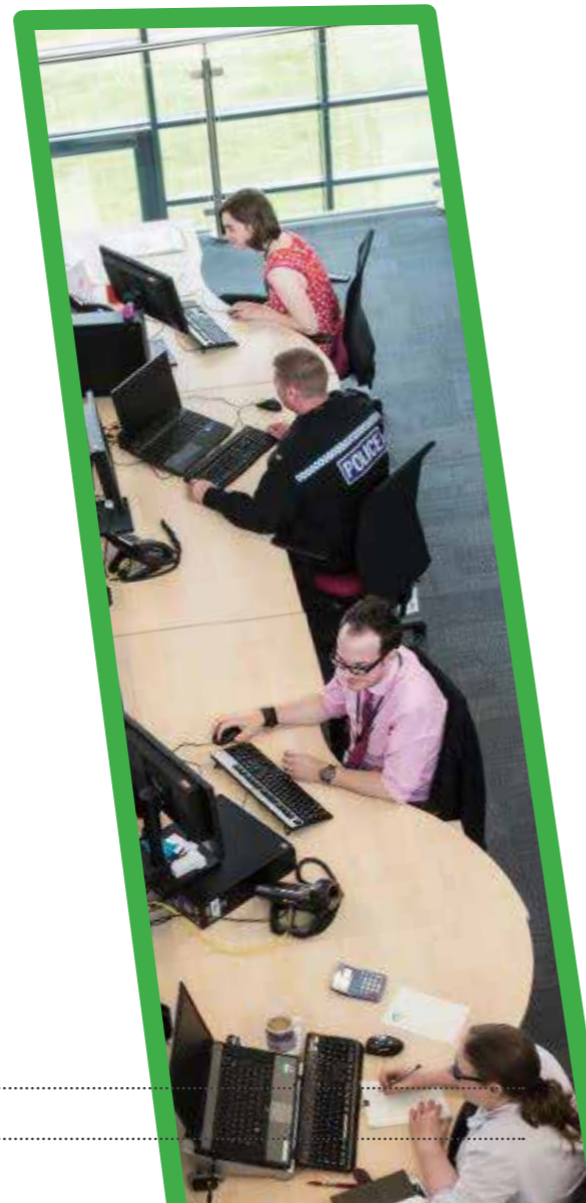
Meanwhile, during the year, we have been piloting a new approach to how we deliver finance support services to both councils, with the two councils' teams working together as one. In March 2016 the District Council Executive agreed to make this arrangement permanent.

### The Property Programme

During summer 2015 teams from the district and county councils started sharing office space as part of a drive to deliver efficiencies. The District Council's housing supervisors moved from their industrial estate premises into the County Council's area highways office. Our team of tradesmen, including joiners, plumbers, electricians, bricklayers and plasterers, are responsible for maintaining our housing stock; the County Council's highways team, meanwhile, manages routine highways maintenance and improvement projects across the district from the office.

Sharing offices and working alongside each other daily allows the teams to share expertise, develop new and streamlined working practices, collaborate more effectively and deliver a better service for residents and businesses in Selby district. The premises will also provide a secure location for tradesmen's vehicles and storage of equipment and materials.

Selby-based County Council staff are a regular fixture at the District Council civic centre office. By sharing space, more expensive town centre leases can be surrendered, providing a saving for one council and an income for the other. This approach builds on the successful transfer of the County Council's registrars' service to the District Council's civic centre during 2014/15. During 2015/16 more County Council staff have moved into the building, which now also houses the



## Focus on... long-term savings

As well as improving the way in which we do things, an important aspect of Better Together is to deliver efficiencies too. Here are some of the numbers from 2015/16...



saved in 2015/16 by a new joint arrangement with the County Council for office printers. This deal will deliver total savings of over **£90,000** over five years.

The coming together of the assets and highways teams during the year has reduced rents and rates by over

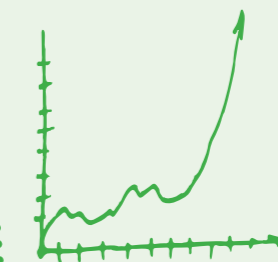
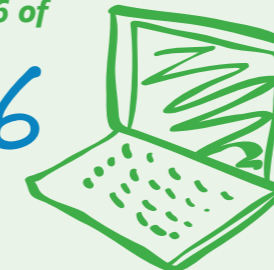


**£108,000**

was saved during the year by amalgamating the finance functions of the two councils, which also supports a range of other joint working initiatives.

A new joint approach to delivering the computer system that helps us organise our customer contacts has delivered a saving in 2015/16 of

**£27,166**



Selby District Council's share of this was a **£50,000** saving during 2015/16, projected to rise to **£77,000** during the following financial year.

2.3

Strategy

# Changes to staffing structures

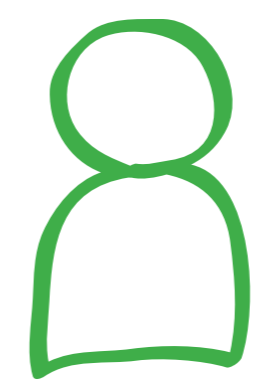
*Major changes have been put in place during the year to the senior management of the organisation, to build capacity to support the long-term ambitions set out in the Corporate Plan. The driving force behind these changes has been to ensure that capacity is in the right place, doing the right thing, rather than an imperative to make financial savings.*

These changes followed a comprehensive review of the structure and key issues affecting staff, carried out over summer 2015. The new structure is designed to support a number of key issues arising from this review, and will help the organisation focus on supporting improved leadership (both internally and within the community we serve), and better involving and engaging with the workforce. During this process over 120 staff were involved in face-to-face group meetings, supported by two information sessions for all staff led by the chief executive.

As of 31 March, appointments had been made to the majority of new heads of service roles, with recruitment on-going for one of these, alongside the two director posts.

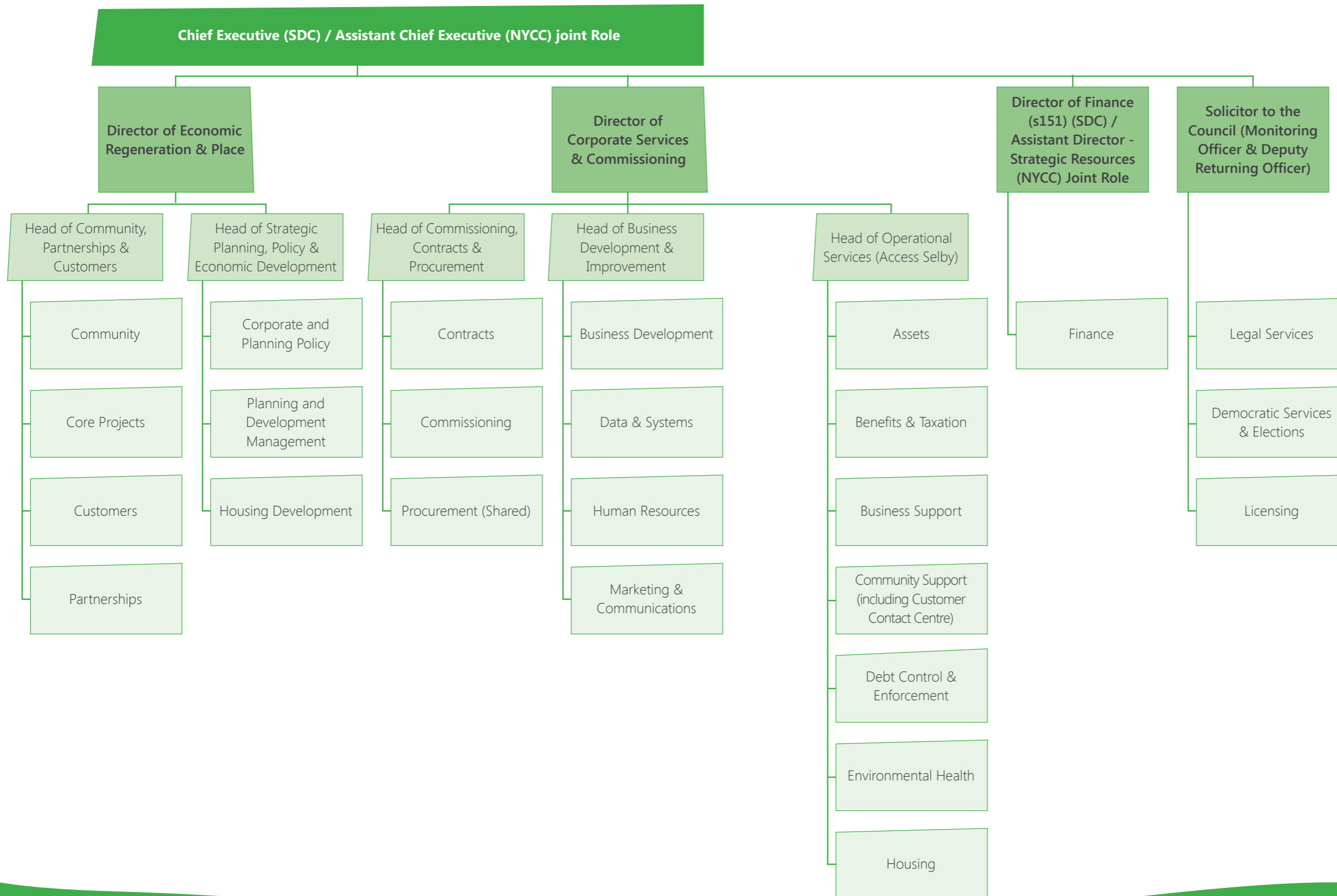
With the new senior management posts put in place during 2015/16, the next financial year will see a review of lead officer posts and functions to ensure the skills and capacity are where they are needed most to support the long-term goals of the organisation. Staff throughout the organisation will continue to be involved in this process.

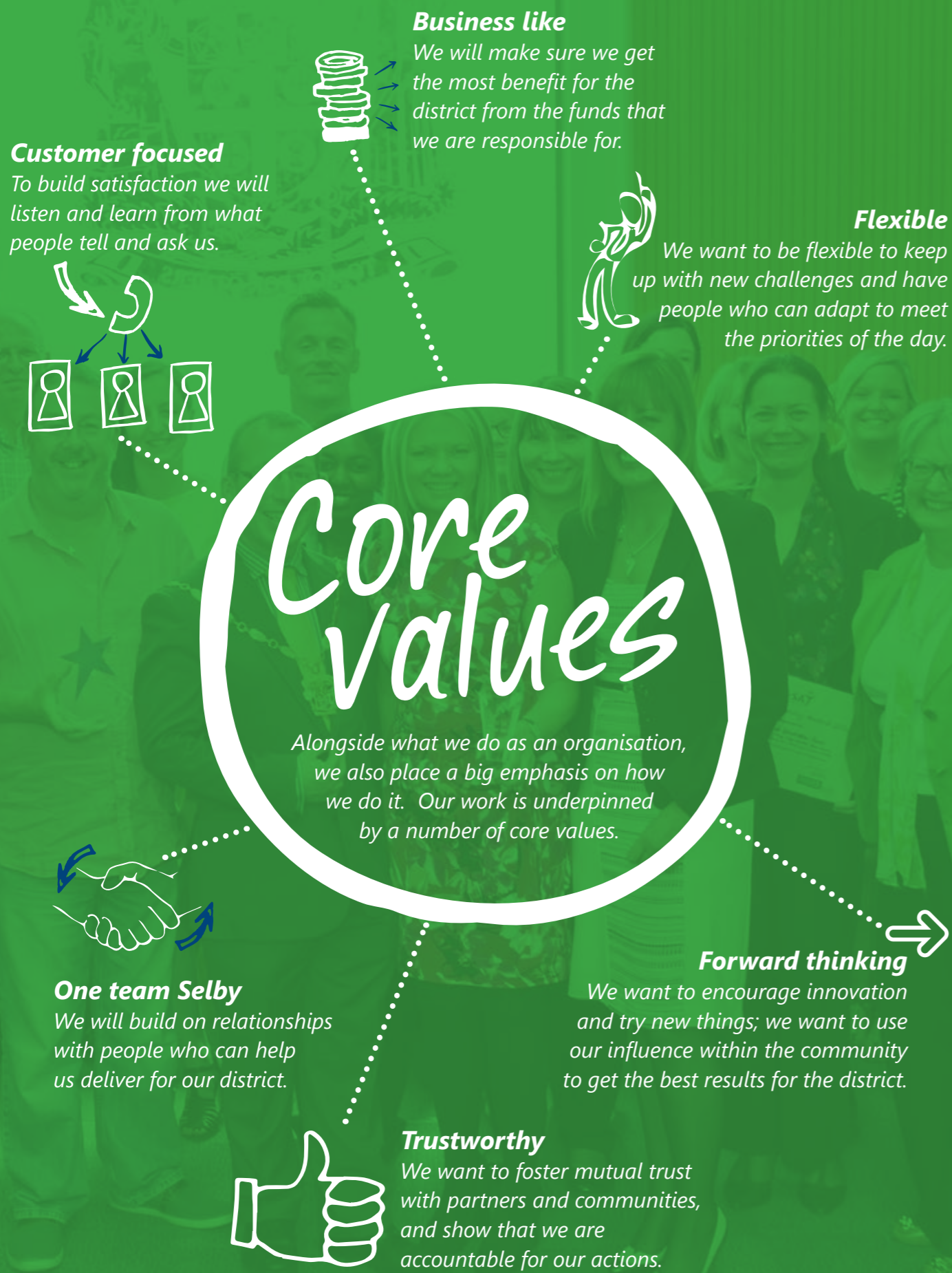
Further changes will be helped by targeted development support for staff, and a new organisational development approach which has been drafted during 2015/16. This builds on the information received from staff during the consultation, alongside data from the staff survey carried out in 2014/15, and focuses on key issues such as developing a coaching and mentoring approach to management support throughout the organisation.





# Full Structure – 1 February 2106





We celebrated where staff demonstrated these values during a special ceremony held in June 2015, with the presentation of Team Selby Awards. Staff were nominated by their peers for particular pieces of work, or where they have gone above and beyond the call of duty. Staff have also received awards from partner organisations and councillors too.

- Staff award winners included..
- Housing staff for their work alongside the Police to support crime prevention across the district.
  - Legal and policy staff for their work in help put in place the Council's Core Strategy, which is a long-term framework to support new jobs and growth across the district.
  - Business support staff for their work to help deliver an important summit meeting that has helped to develop a new public-private partnership to support growth and investment.
  - Elections staff for their work to deliver a successful and complex election during May.

And since the awards ceremony in June 2015 we have seen further examples, including...



*"I have been enormously impressed with the dedication shown by the legal team. The team has adopted a more commercial approach and are committed to the Council's core values and priorities. The team always goes the extra mile and is focussed on delivering excellent working relationships with elected members and their colleagues."*

**Mary Weastell**, Selby District Council Chief Executive

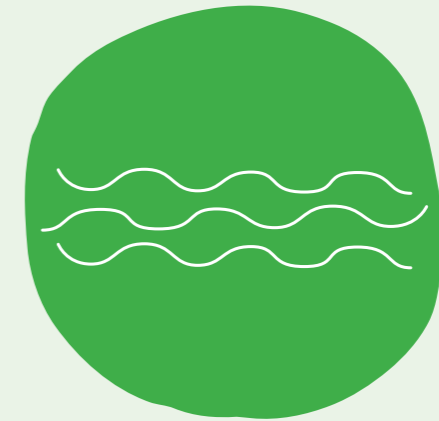
In being shortlisted the team actively demonstrated a range of the Council's core values in their approach to a wide variety of work. Alongside the day-to-day legal support that includes advising Council and the Executive, enforcement prosecutions and dealing with the Council's land holdings; during the year the team was also an integral part of delivering projects to support the organisation's long-term ambitions. For example, they offered a range of support for the Tour de Yorkshire work, including advising on the hosting agreement and negotiating sponsorship deals.

The team also works closely with North Yorkshire County Council as part of the wider Better Together work, which has helped to improve resilience and lower service costs.

During the year the council's Legal Services Team was shortlisted, alongside just five other councils, for a Local Government Legal Team of the year award: the only council in northern England to have been shortlisted.

The legal teams that have been shortlisted for the award had to demonstrate how they show creativity, innovation, knowledge, client sensitivity and responsiveness, contribution to corporate values, diversity and community objectives.

**One of the roles of the Council during the flooding over the Christmas period 2015 was to ensure that people had easy access to information about what was happening and the support available in the aftermath. Corporate communications staff demonstrated a range of the Council's core values in delivering this work.**



**Being customer focused** – by identifying and making use of community social media accounts, so that information was available to people affected via their Facebook feeds without them having to search for it.

**Customer focused and flexible** – the team comprises just three members of staff who worked around the clock during the incident over a key holiday period to ensure that people had access to important information.



**One team Selby** – working in close partnership with communications teams from the emergency services, Environment Agency and others to ensure that we promoted important key messages from others that would benefit the communities affected.

**Many different teams within the Council supported the response and recovery effort: see page 11 for more.**

# 3.1

## Governance Political structure



In May 2015 the number of councillors at Selby District Council was reduced from 41 to 31, following an independent review from the Local Government Boundary Commission for England. The election returned 22 Conservative councillors, eight Labour and one Independent.

From May 2015, the 31 councillors represent 19 wards across the district. There are eleven wards represented by a single councillor; five wards represented by two councillors; and three wards represented by three councillors.

### Full Council

All 31 councillors come together as Full Council: during 2015/16 Full Council met on seven occasions. Full Council sets the overall policies and budget each year. In February 2016 the Council agreed the budget for 2016/17, with a modest 1.99% rise in the proportion of Council Tax paid to the District Council.

### The Executive

The Council's Executive, meanwhile, makes decisions within the budget and policy framework set out by Full Council. The Executive comprises five councillors and meets in public on the first Thursday of each month. The Executive is responsible for 'key decisions': these are defined as issues that affect more than one ward, or those with a financial impact (either expenditure of savings) or £150,000 or more.

## Executive councillors



**Cllr Mark Crane**, Leader of the Council and lead member for strategic matters, external relations and partnerships



**Cllr John Mackman**, Deputy Leader of the Council and lead member for place shaping



**Cllr Cliff Lunn**, Lead member for finance and resources



**Cllr David Peart**, Lead member for housing, leisure, health and culture



**Cllr Chris Metcalfe**, Lead member for communities and economic development

Here are some of the issues the Executive has dealt with during the year...

- The Executive approved additional resource to support the Council's Core Strategy for housing and business development in the district. This has enabled the Council to put in place an over-arching strategy that will help to deliver new homes and business growth between now and 2027. It also supported the Council being able to demonstrate a five year land supply during the year, which helps to ensure sustainable development in the district.
- The Executive commissioned a new economic development strategy to support the Council's long-term goal of making the district a great place to do business. This is due to be put in place in 2016/17.
- The Executive agreed funds and support to deliver two key leisure initiatives during the year: the development of the Council's brand new leisure village and the district's involvement in the Tour de Yorkshire 2015.
- The Executive approved funds to invest in new on-line payment systems, which helps to both deliver a better service for customers and is set to deliver long-term efficiencies.
- The Executive successfully delivered the Council's budget, enabling investment in key priorities and supported by on-going savings.

## Scrutiny committees

There are a number of Scrutiny Committees that act as a check and balance in the decision-making process.

The **Policy Review Committee** contributes to the development of new policy and reviews the effectiveness of existing policy: during 2015/16 it met on five occasions. Key milestones over the period include reviewing welfare reform changes on Selby District residents, reviewing and endorsing the Corporate Enforcement Policy and assisting with the PLAN Selby consultation process (PLAN Selby is the Council's long term core strategy planning document).

The **Scrutiny Committee** looks at decisions made and monitors the overall performance of the Council: it met seven times during the year. Key milestones during the year included undertaking a review of Council-funded community centres, and continuing improvements to the customer service delivered at the Selby Leisure Centre and via our customer contact centre.

The **Audit Committee** monitors control procedures and risk management: this group met on five occasions between April 2015 and March 2016. Key milestones include amending the Council's constitution in line with changing law relating to site visits for planning applications, and changes to financial regulations.

## Regulatory committees

Two regulatory committees oversee the planning and licensing functions of the Council.

Planning Committee met on 14 occasions (with three meetings of a sub-committee in April, June and July 2015). One of the key issues dealt with during the year was the approval of new film studios at Church Fenton, which is anticipated will support new employment opportunities in the creative industries to the district.

The Licensing Committee, meanwhile, met nine times. It dealt with granting of new taxi and private hire licences during the year.



Cllr Sweeting (second from left) with HRH Duke of York meeting with businesses affected by flooding in Tadcaster in January 2015

## Chairman of Council

Each May the council elects a new Chairman. For 2015/16 Cllr Richard Sweeting fulfilled this role. It is a largely ceremonial post, and the Chairman steps back from regular political activity to represent the Council at public events and in the community. For example, during the flooding over Christmas 2015, Cllr Sweeting represented the Council during some high profile royal visits to Tadcaster, following severe damage to the town's main road bridge.

*"I'd like to thank all those who worked hard to respond to the severe flooding between Christmas and new year. Everyone involved: the emergency services, Team Rubicon, district and county council staff, volunteers and the community should be very proud of how they helped the community recover."*

**Cllr Richard Sweeting, March 2016**

Many Chairmen also use their year in office to raise money for a number of charities. During 2015/16 Cllr Sweeting has been raising money for Dementia Forward, the Tadcaster Voluntary Car Service, the Tadcaster branch of the Arthritis Campaign, and Martin House Hospice. In autumn 2015 the Chairman's Last Night of the Proms and Festival of Remembrance Concert raised over £2,500 for these organisations.



## Council officers

Political decisions are implemented by Council officers. The workforce is led by the Chief Executive, Mary Weastell. During the year, Mary also fulfilled the role of Assistant Chief Executive at North Yorkshire County Council.

As described earlier the Council went through a process of putting in place significant changes to the senior management staffing structure during the year. This was to better align resource with the key corporate ambitions. These changes are being finalised during 2016/17. During 2015/16, the following senior management structure was in place.



Chief Executive:  
**Mary Weastell**

Deputy Chief Executive:  
**Jonathan Lund**

Executive Director and Section 151 Officer:  
**Karen Iveson**

Executive Director:  
**Rose Norris**

The new staff structure developed during the year amalgamated a previous split between the operational arm of the organisation and the main political body. During 2015/16 the senior team of the operation arm, called Access Selby, comprised the following.

Access Selby Managing Director:  
**Mark Steward**

Access Selby Director:  
**Janette Barlow**

Access Selby Director:  
**Keith Dawson**  
(seconded to the executive director team during the year)

Changes have been made to these posts going into 2016/17.

3.2

Governance

# Councillor Allowances

To help councillors with their responsibilities they receive allowances to help meet the costs of representing their communities.

There is a basic allowance paid to all councillors and special responsibility allowances paid to certain councillors for the posts that hold additional duties, such as the Leader of the Council. In addition to the basic allowance, Councillors can also claim travel and subsistence costs to support council business.

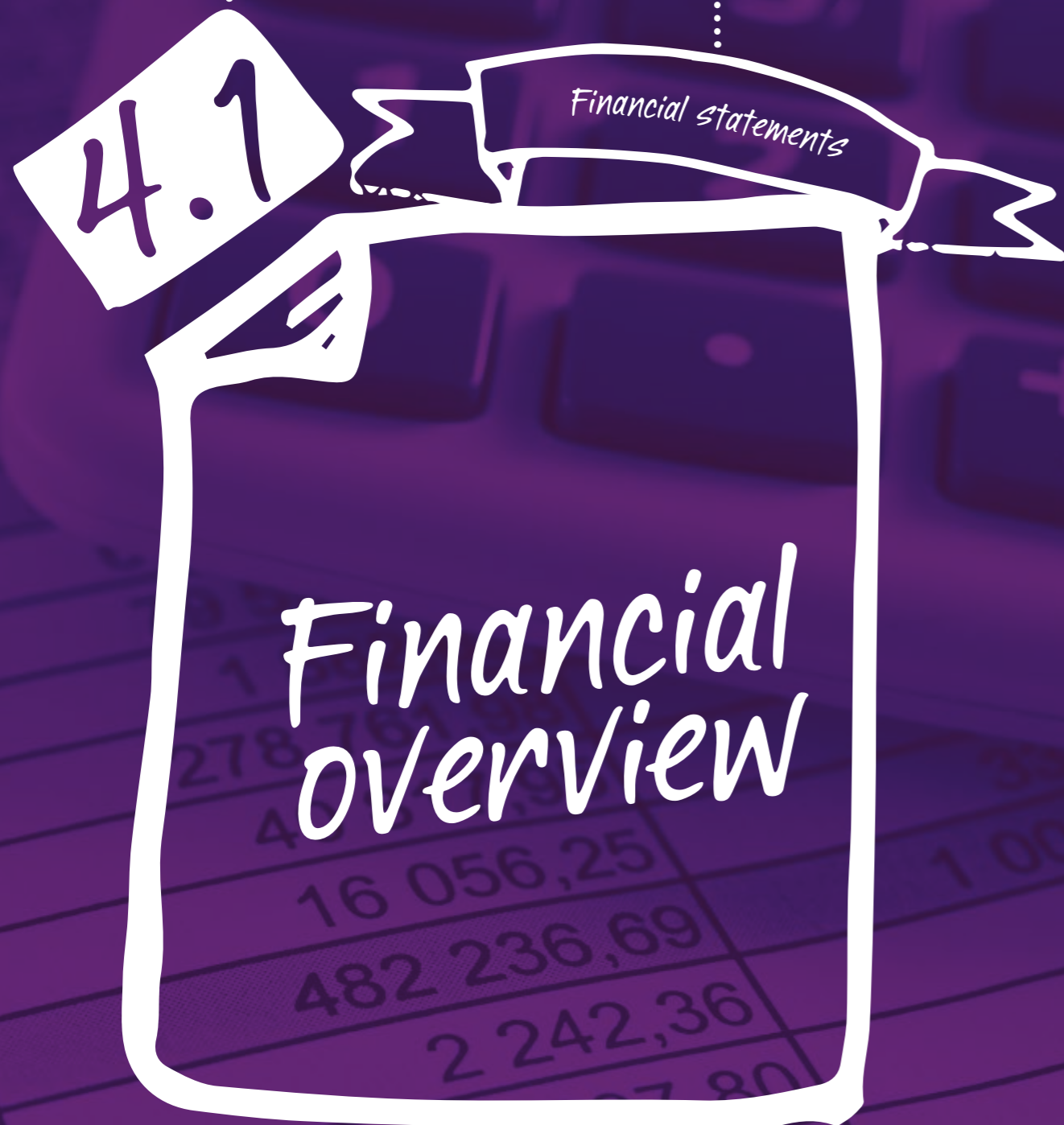
These allowances are reviewed at least every four years by an independent review body.

During 2015/16 the basic allowance for all councillors was £4,115.38. Some councillors also received additional allowances, as follows.



Leader of the Council	<b>£10,288.44</b>
Deputy Leader of the Council	<b>£4,115.38</b>
Executive Councillors	<b>£4,115.38</b>
Majority Group Leader	<b>£2,057.69</b>
Opposition Group Leader	<b>£2,057.69</b>
Scrutiny Chairman	<b>£3,086.54</b>
Policy Review Chairman	<b>£3,086.54</b>
Audit Committee Chairman	<b>£2,057.69</b>
Planning Committee Chairman	<b>£4,115.38</b>
Licensing Committee Chairman	<b>£4,115.38</b>





## Headlines

- During 2015/16 we spent £53.15m running our services.
- We delivered savings and efficiencies of £944k between April 2015 and March 2016
- We invested in our priorities of making the district a great place to do business, a great place to enjoy life and a great place to make a difference.

	£000
Housing for our tenants	6,791
Other housing services, including housing benefits	18,769
Leisure, environmental health and planning services	9,225
Central service, including council tax benefits, local tax collection and electoral registration	1,575
Concessionary travel and parking	193
Management and administration (including corporate management and the cost of democracy)	6,144
<b>TOTAL cost of services</b>	<b>42,697</b>
Interest payable	2,550
Accounting adjustment: pension adjustments, contribution to reserves	7,902
<b>TOTAL cost</b>	<b>53,149</b>





## Where the money came from

We received £53.15m income last year. £28.7m came from central government and contributions covering specific grants to cover spending on some services such as housing benefits and also providing general grants.

Housing rents, amounting to £13.23m, is another large income source. This is used to cover the running costs of our council homes and property.

Council Tax revenue made up around 9% of our total income. This figure does not include the parish council precepts.


	£000
Government grants and other contributions	28,742
Housing rents	13,230
Fees, charges and other income	6,460
Council Tax	4,717
<b>TOTAL cost of services</b>	<b>53,149</b>

## Council Tax


The average council tax bill in the Selby district (a Band D property) was £1,592.20. The district council kept a small proportion of this. The rest went to public sector partners, as follows.

North Yorkshire County Council	£1099.98
North Yorkshire Police Authority	£212.77
<b>Selby District Council</b>	<b>£162.00</b>
North Yorkshire Fire and Rescue Authority	£64.59
Parish councils (average)	£52.86

The £162.00 the District Council received from the average council tax bill was equal to just £3.12 per week. It helped pay for a wide range of services, as follows.



HOW WE ALLOCATE FUNDS	
Waste collection and recycling	£0.57
Recreation and sport	£0.14
Electoral registration and elections	£0.07
Emergency planning	£0.03
General grants	£0.01
Open spaces	£0.08
Environmental health	£0.19
Food safety	£0.03
Pollution reduction	£0.03
Public conveniences	£0.03
Community safety	£0.02
Street cleansing	£0.15
Building control	£0.01
Planning development control	£0.19
Planning policy	£0.11
Land charges	-£0.02
Car parking	-£0.05
Concessionary travel	£0.01
Private sector housing grants	£0.03
Homelessness	£0.06
Housing benefits administration	£0.13
Other housing	£0.06
Local tax collection	£0.19
Cost of democracy	£0.27
Economic development	£0.06
Corporate management	£0.29
Internal drainage board levies	£0.43
<b>TOTAL</b>	<b>£3.12</b>



1346 4679 4613 14:10 23/06/16

## Corporate risks

Financial sustainability is a major risk for the Council as we see our funding from central government reduce over time. We are managing this through careful and long term financial planning and have a savings strategy and action plan to reduce our costs and grow our income so that valued frontline services can continue. We are also planning for the future and set money aside to help us deal with unforeseen circumstances as well as meet future commitments and provide resources for investment in our district.

## Our assets

In addition to the money we spend on delivering day-to-day services, we also invest in our assets to ensure we have facilities that are fit for purpose and help us deliver the services you need. Last year we spent over £9.4m on this.

	£000
Council house improvements	1,842
Other land and buildings, including our new leisure village	6,717
Home improvement grants, including facilities for the disabled	146
Vehicles and equipment, including computer equipment and Lifeline support systems	238
Supporting community projects, including support to the voluntary sector and Selby District Housing Trust	471



## We paid for this investment through

- Our housing major repairs - £1.761m
- Other reserves and contributions from reserves income - £5.901m
- Internal borrowing using our cash balances - £1.596m
- Grants and contributions from other organisations - £156k

## What are we worth?

Each year we draw up and balance sheet that represents how much our land and property is worth, what we owe to others, what others owe us and how much cash we have. At 31 March this showed the following

	£000
The value of our land and property	129,743
Our investments and cash	25,509
The value of our stocks	8
Money owed to us	10,085
<b>Less:</b>	
Money we owe to others	5,812
Net borrowing and other liabilities	81,642
<b>Equals our net worth</b>	<b>77,891</b>

Overall our 'net worth' has increased this year because...

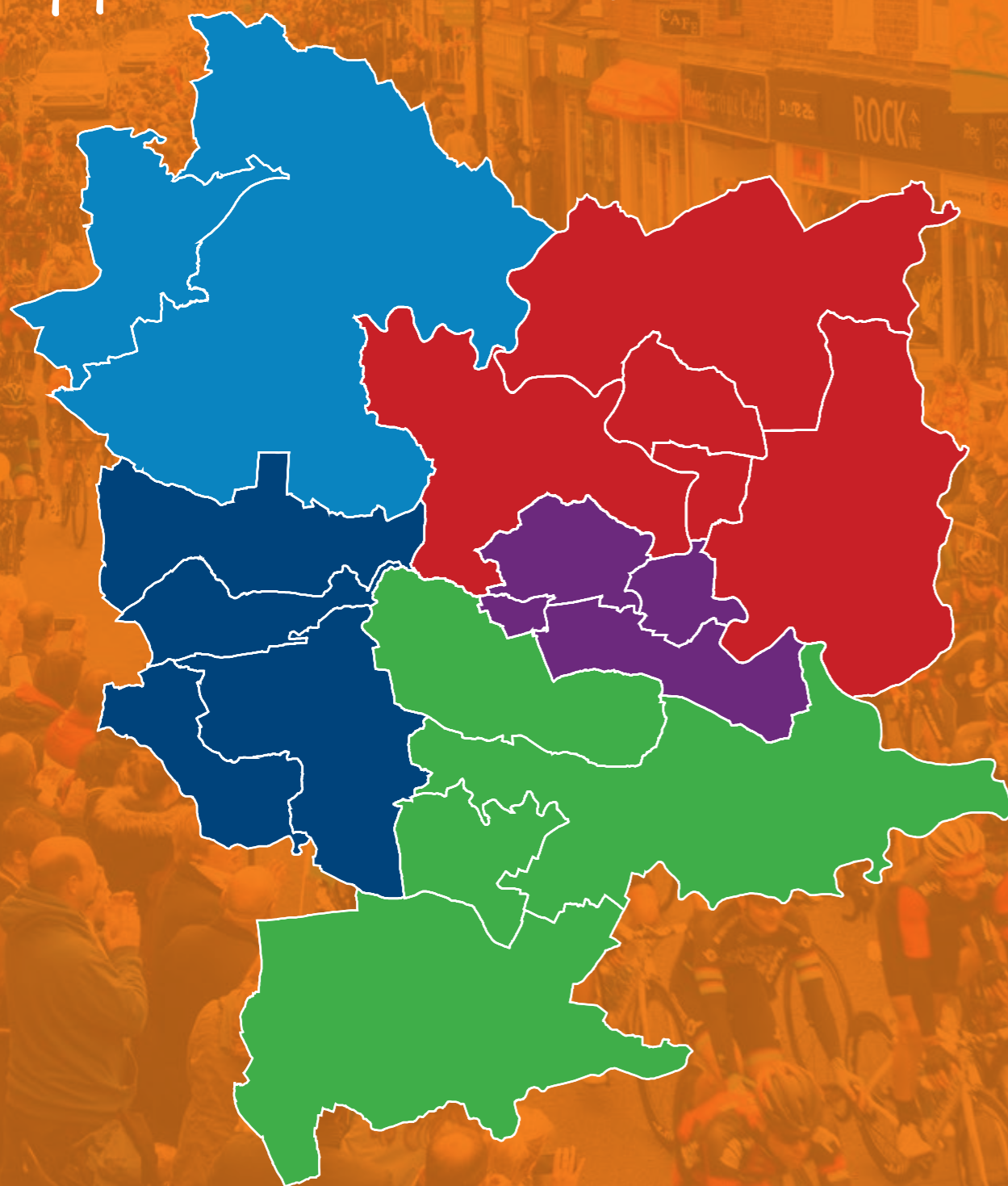
The value of our land and property has increased by £6.005m, our investments and cash by £1.437m and the amount of money owed to us has increased by £3.614m.

The year-end valuation of our pension fund has decreased our net borrowings and liabilities by £2.474m, but offset by an increase in the amount of money we owe (£2.019m).

Summary

5.1

## Opportunities to get involved



We want to make the Selby district a great place to make a difference, and during the year we've been working with our partners and community groups to open up new opportunities for you to take more of a leading role in the way in which your services are delivered.

One important way in which you can have a say and speak directly to local councillors and those responsible for a range of local services is via Community Engagement Forums (CEFs), for example policing, street cleaning and road safety.

The Forums have money to spend on supporting local solutions to local issues. This is called the Community Fund, and each Forum Board can award grants of up to £1,000. Funding is given to support the priorities of the local area's community development plan. The plan will have been created in partnership with people living in the community to ensure it identifies key local issues. Funding can be given to charities, community or voluntary groups, or social enterprises. Others can access this too if it is to be used for project funding.

For a funding application to be accepted, the outcome of the work being funded must support the objectives of the area's community development plan.

### Here are a few examples of some of the things funding has supported during 2015/16...

**Central CEF** has provided funding to Selby Boxing Academy and Community Club, to help develop what the club does, to help people involved build their skills, self-confidence and esteem and provide a positive activity for young people.

The **Southern CEF** has provided funding to support Hambleton Players, which offers an important local activity for the community. The money will help the group develop what they do.

In the **Western CEF** area funding has been used to support the purchase of new community defibrillators at Burton Salmon and Sherburn, to support children's activities at South Milford, to help a children's football club at Brotherton and Byram, and to help Sherburn Camera Club to develop their work with schools.

**Eastern CEF** approved funding to provide villagers in Cliffe for a community defibrillator and CPR training.

In the **Tadcaster and Villages CEF area**, the group has supported a community magazine to help promote the area to visitors and support local traders, produced in association with the Town Council.

Find out more about Community Engagement Forums via Selby District Council's website: [www.selby.gov.uk](http://www.selby.gov.uk).





For more information about Selby District Council look online: [www.selby.gov.uk](http://www.selby.gov.uk)

You can also follow us on  @SelbyDC  Search for **Selby District Council**

If you need to contact us, you can get in touch via

Email: [info@selby.gov.uk](mailto:info@selby.gov.uk)

Telephone: **01757 705101**

Address: **Market Cross shopping centre, Selby YO8 4JS**

#### **Phone lines are open**

Monday, Tuesday and Thursday . . . **8.30am - 5pm**

Wednesday . . . . . **10am - 5pm**

Friday . . . . . **8.30am - 4.30pm**

#### **Customer contact centre opening hours**

Monday to Friday . . . . . **9.30am - 4pm**

Wednesday . . . . . **10am - 4pm**

(Closed weekends and bank holidays)

If you want to contact your local ward councillor, full contact details can be found online: [www.selby.gov.uk/councillors](http://www.selby.gov.uk/councillors). Details can also be found in our councillor guide available in local libraries and at our customer contact centre.

Our main civic centre office

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

If you would like this information in another language or format such as Braille, large print or audio, please ring **01757 705101** or email [communications@selby.gov.uk](mailto:communications@selby.gov.uk)

# Selby District Council

## REPORT

Reference: E/16/5

Public



**To:** Executive  
**Date:** 12 July 2016  
**Status:** Non key decision  
**Report Published:** 4 July 2016  
**Author:** Ralph Gill/Glenn Shelley  
**Executive Member:** Cliff Lunn  
**Lead Officer:** Karen Iveson, Chief Finance Officer

**Title: Council Tax Support Scheme 2017/18**

### Summary:

In 2014 the Council approved a Council Tax Support Scheme for working age people for 2015/16 and 2016/17. The Council must now review the Scheme in order to approve new arrangements for 2017/18 and 2018/19. Irrespective of whether any changes are made, a new Scheme must be approved by Full Council before 31 January 2017. All changes to the scheme must be subject to public consultation which is to be conducted over summer 2016.

The report asks the Executive to recommend that the maximum level of Council Tax Support to be awarded remains at 90%. The Executive is also asked to approve consultation on a number of amendments to the Working Age Council Tax Support Scheme in order to bring it into line with central government welfare reforms and the consequential changes made to Housing Benefit and the Prescribed Pension Age Council Tax Support Scheme.

The results of the consultation will be presented to the Executive in autumn 2016 before the revised policy is received by Council.

### Recommendations:

- i. **To approve public consultation is undertaken on the maximum Tax Support level remaining at the current level of 90%**
- ii. **To approve that public consultation is undertaken on the changes proposed to the Council Tax Support Working Age Scheme as outlined in the report.**

## Reasons for recommendation

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

### 1. Introduction and background

- 1.1 The Local Government Finance Act 2012 imposed a duty on all Billing Authorities in England to adopt a Council Tax Support Scheme for people of working age every year from 2013 onwards. Whilst a Council may choose to adopt a scheme for more than one year at a time it may not change its scheme within a financial year. All changes to an authority's Scheme are subject to public consultation.
- 1.2 Initially Selby District Council allowed up to 91.5% of a person's Council Tax liability to be paid in response to an incentive received from DCLG. From April 2014 the maximum allowance was reduced to the current level of 90%. Pension Age claimants may receive Council Tax Support for up to 100% of their Council Tax liability under the Prescribed Scheme established by DCLG.
- 1.3 As Council Tax Support is a Council Tax Discount Scheme the effect of awarding support reduces the Council Tax Base.

### 2. The Report

#### Maximum Liability

- 2.1 Selby District Council's current Working Age Council Tax Support Scheme allows a maximum Council Tax Discount of 90% depending on claimants' income and savings.
- 2.2 Table 1 sets out the current maximum award level across North Yorkshire.

Table 1 – The Maximum award of Council Tax Support across North Yorkshire

Council	%	Council	%
Harrogate	100.0	Richmondshire	85.0
Ryedale	91.5	Hambleton	80.0
Craven	90.0	Scarborough	80.0
Selby	90.0	York	80.0

- 2.3 Whilst claimants have to pay a minimum of 10% of their Council Tax liability irrespective of their level of income, the Council does operate a discretionary hardship scheme to assist those with limited financial resources. The table below sets out the financial analysis of the alternative options for the maximum level of award.

Table 2 – Financial Analysis of possible maximum award levels

Scheme	Overall Cost	Cost to SDC			
		100%	90%	85%	80%
Pensioner	£2,063,976	£214,654			
Working Age	£1,786,939	£206,491	£185,842	£175,517	£165,193
Saving to 90%		-£20,649	£0	£10,325	£20,649
Effect on Collection Rate		£1,100	£0	-£550	-£1,100
Effect on Collection costs		£5,091	£0	-£2546	-£5091
Net Cost / Saving(-/+)		-£14,458	£0	£7,229	£14,458

- 2.4** As set out in table 2, any reduction in the maximum award will lead to a reduction in collection which then results in increased recovery costs for the Council and the application of court costs to the Council Tax accounts of those who are struggling to pay.
- 2.5** It is worth noting that nationally benefit changes are being directed largely at working age claimants. As a result the same households are finding themselves impacted by multiple changes. As such this report recommends that the maximum liability amount remains at 90%. If the Executive agrees to the 90% level continuing this will be included in the public consultation as it is a major discretionary factor in the Council's scheme.
- 2.6** In addition to any potential change in the maximum award level, the Executive is also asked to consider changes be made in order to bring the working age scheme into line with the Pensioner Scheme and Housing Benefit. These changes reflect the government's programme of welfare reform and require public consultation.
- 3. Proposed changes to the Working Age Scheme**
- 3.1** Council Tax Support is administered alongside Housing Benefit as a single claim and for this reason DCLG are incorporating current and future welfare reform changes made by the government to Housing Benefit into the Prescribed Pension Age Council Tax Support Scheme.
- 3.2** All of the district councils within North Yorkshire and City of York Council are taking the same approach and adopting the changes into their Working Age Council Tax Support Schemes. This will bring them into line with the welfare reform changes being made by the Government for the purpose of clarity and consistency.
- 3.3** It is proposed that all of the changes listed below are incorporated in Selby District Council's Working Age Council Tax Support Scheme with effect from 1 April 2017.

## Removal of the Family Premium

- 3.4 The Family Premium is being removed by Central Government from Tax Credits, Universal Credit and Housing Benefit. It limits the number of children in a household for which benefit can be paid to two. It will negatively impact households who have more than two children and make a new claim on or after April 1st 2017. The table below sets out the financial impact of the change.

Table 3 – Impact of Family Premium being removed

Households Affected	Highest Weekly Reduction	Lowest Weekly Reduction	Average Weekly Reduction	Total Weekly Saving	Total Annual Saving
393	£3.49	£0.02	£3.17	£1,247.11	£64,849.56

(Modelling data based on caseload extracts at 5<sup>th</sup> May 2016. The saving is the overall saving; the Council's share is 10.4% of this.)

- 3.5 Households that are claiming Council Tax Support with more than two children prior to April 1st 2017 will continue to receive the personal allowances until they have a break in their entitlement. Any subsequent claim will be limited to the personal allowances for two children.

## Reduce Backdating from 6 months to 1 month

- 3.6 Currently working age claimants can ask for their claim to be backdated up to six months, if they can show continuous 'good cause' for not having made a claim earlier. To match changes in Housing Benefits and the Prescribed Pension schemes it proposed that this is limited to one calendar month.
- 3.7 The backdating period for persons who have newly attained the qualifying age for state pension credit will retain the three month backdating. However, they will no longer be able to exceed that duration with backdating provisions from the working age regulations.
- 3.8 It is not possible to accurately model financial and equalities impacts for this measure as the backdate periods requested over any period of time have large variations in both numbers of requests and length of periods requested.

## Remove Severe Disability Premium where Universal Credit Carer's Element is in payment

- 3.9 Council Tax Support claimants cannot receive a Severe Disability Premium when they have a carer who is receiving Carers Allowance for looking after them. This amends the Council's regulations to have the same effect where the Carer Element of Universal Credit is received. This change does not affect any current claimants.



### **Withdrawal of Council Tax Support where a person leaves Great Britain for a period of 4 weeks or more**

- 3.10 Currently a claimant can be absent from home for any reason for a period up to 13 weeks and remain entitled to benefit as though they are in occupation. From April 2017 claimants will not be entitled to benefit if they leave Great Britain for a period of more than four weeks. This change is also being introduced into Housing Benefit, Pension Age Council Tax Support and Pension Credit.
- 3.11 The Council does not hold any data which would enable the modelling of the impacts of this change but it will most likely affect migrant workers who return to their home country for an extended period and those who would normally winter abroad.

### **Limit the number of dependants that Support can be claimed for to two for all cases where a child is born, or a family makes a new claim, on or after 1<sup>st</sup> April 2017**

- 3.12 Means tested benefits depend on the Council establishing an 'applicable amount' against which household income is assessed. This is made up of various allowances and premiums depending on the make-up of the claimant's household. Personal Allowances are added for every member of the household including children.
- 3.13 Currently, a personal allowance of £66.90 per week is added into the applicable amount for every child in the household – this is from birth to the age of 20 whilst they remain in education and Child Benefit is payable.
- 3.14 From April 2017, any household making a new claim or into which a child is born will be limited to the personal allowances for two children. Where a family already has more than two children they will continue to receive the personal allowances for the children they already had, but will not be able to gain any more. This measure is also being introduced into Housing Benefit, Pension Age Council Tax Support and Universal Credit.
- 3.15 Where a family currently receiving more than two child personal allowances has a break in their claim they will be limited to the allowances for the first two children upon re-claiming.
- 3.16 It is not possible to accurately gauge how many households will be affected by this measure.

### **Removal of Employment and Support Allowance Work Related Activity Component**

- 3.17 Employment and Support Allowance is currently the main income-replacement benefit for those who cannot work because of a health condition or disability.

- 3.18 This removes provision for additional payments paid to claimants with limited capability for work – that is, the Employment and Support Allowance Work-Related Activity Component and the Universal Credit and Housing Benefit Limited Capability for Work Element. This means that those with a limited capability for work will receive the same level of award as non-disabled Jobseeker’s Allowance claimants.
- 3.19 The Support Component and associated limited capability for work and work-related activity paid to those who are more severely disabled and not expected to work, are unaffected by this change.

Table 4 – Impact of ESA Work Related Activity Component being removed

Households Affected	Highest Weekly Reduction	Lowest Weekly Reduction	Average Weekly Reduction	Total Weekly Saving	Total Annual Saving
4	£5.81	£3.93	£5.34	£21.36	£1,110.66

(Modelling data based on caseload extracts at 5<sup>th</sup> May 2016. The saving is the overall saving; the Council’s share is 10.4% of this.)

- 3.20 This change is being introduced into Housing Benefit from April 2017. As Employment Support Allowance is a working-age benefit this change is not applicable to pensioners.

#### **4. Equalities Impact Assessment**

- 4.1 Pensioners are unaffected by the proposed changes to Selby District Council’s Working Age Council Tax Support Scheme. However, pensioners are affected by some of the changes indicated above where DWP and DCLG have made the same changes to schemes over which Selby District Council has no discretion.
- 4.2 Where it is possible to model the impact of these changes the details are shown above in the description of each change. Overall working age people are negatively impacted by the proposed changes to the scheme and the details are shown above.
- 4.3 Changes to the working age scheme affect adults of all ages (below the state pension age) equally irrespective of any other equalities factors. The proposed changes are relatively small in financial terms and advice and support will continue to be available to assist those in difficulty – for example through Council Tax Support Discretionary Hardship payments.
- 4.4 The Council’s approved Council Tax Support Vulnerability and Work Incentives Policy addresses how the Scheme takes account of the Council’s responsibilities for:
- Child poverty
  - The chronically sick and disabled
  - The Armed Forces Covenant
  - Work Incentives

## **5 Public Consultation**

- 5.1 The Council must engage in public consultation on any proposed changes. Accordingly, a public consultation exercise will be undertaken during July and August 2016. The consultation outcomes will be presented to Executive in the autumn before Council approval is sought on the proposed changes.

## **6 Legal Issues**

- 6.1 The legislation for the scheme is derived from the Local Government Finance Act 2012. Once adopted by Council the scheme may not be changed in year. Any changes to the proposed scheme may only be applied from April 2018 and would be subject to further public consultation.

## **7 Financial Issues**

- 7.1 The proposed changes will marginally reduce the level of Council Tax Support awarded. As it is a Council Tax discount scheme this will have the effect of increasing the Council Tax Base by 41.44 Band D equivalents, thereby increasing Council Tax income for the preceptors including Selby District Council (circa £7k for SDC).
- 7.2 The savings are merely an outcome of the changes and the achievement of financial savings is not one of the objectives of changing the Scheme.

## **8. Conclusion**

- 8.1 The report recommends that the maximum Council Tax Support level should remain at 90% of total liability.
- 8.2 The changes that are proposed are to bring the working age scheme into line with the welfare reform changes being made by the Government for the purpose of clarity and consistency.
- 8.3 The report recommends a public consultation exercise is undertaken on all of the proposals including the maximum liability; although it is not proposed to change this from the existing the level set remains subject to the Council's discretion.

## **9. Background papers**

Council Tax Support Vulnerability and Work Incentives Policy

### **Contact Details**

Ralph Gill  
Lead Officer  
Benefits & Taxation  
rgill@selby.gcsx.gov.uk

# Selby District Council

## REPORT

Reference: E/16/6

Public



**To:** The Executive  
**Date:** 12 July 2016  
**Status:** Key Decision  
**Report Published:** 4 July 2016  
**Author:** Karen Iveson – Chief Finance Officer  
**Executive Member:** Cllr C Lunn – Lead Member for Finance & Resources  
**Lead Officer:** Karen Iveson - Chief Finance Officer

**Title:** Financial Results and Budget Exceptions Report to 31 March 2016

### Summary:

After carry forward requests, the Council's year end results for 2015/16 give a surplus of £608k on the General Fund (£362k Core, £231k Access Selby & £15k Communities Selby) against a budgeted surplus of £59k a variance of £549k. The Housing Revenue Account generated a net surplus of £404 (£394k Core & £10k Access Selby) after carry forward requests, against a budgeted surplus of £94k a variance of £310k.

Savings (Appendix C) exceeded target in the HRA and the Core General Fund but fell short against Access Selby's General Fund target; this was mitigated by in year savings and additional income. The Capital Programme has seen some good progress with minimal slippage that was not a result of strategic decisions.

The year-end surpluses are proposed for transfer to earmarked reserves and balances to support future spending plans.

### Recommendations:

**It is recommended that:**

- i) The funds set out in Appendix D (£1.493m Revenue and £3.985m Capital) be carried forward from 2015/16 to 2016/17;**

- ii) **The £608k General Fund surplus is transferred to the Business Development Reserve (£324k) and Contingency Reserve (£284k) to support future cost pressures.**
- iii) **The additional £394k Core HRA surplus be transferred to ‘HRA Major Repairs Reserve’ to support the future capital programme;**
- iv) **The £10k Access Selby HRA surplus is transferred to ‘HRA Balances for reinvestment in services.**

### **Reasons for recommendations**

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

## **1. The Report**

- 1.1 The full year outturns, after allowing for carry forwards, show a final surplus of £608k for General Fund and £404K for the Housing Revenue Account. There are carry forward requests of £1.493m for the General Fund, to enable key revenue projects and commitments to be completed in future years. A summary of the revenue carry forwards can be found in Appendix D.

### **General Fund Revenue**

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

General Fund	Budget £000's	Actual £000's	Outturn variance £000's
Core	(7,186)	(7,488)	(303)
Access Selby	6,901	6,670	(231)
Communities Selby	226	211	(15)
Surplus	(59)	(608)	(549)

- 1.3 The main contributing factors to the Core General Fund surplus include an additional £165k of grant income which includes New Burdens Grant and one-off receipts for Welfare Reform, Transparency and Sale of High Value Council Houses; £80k surplus share for the NNDR Collection Fund; £69k supplies and service saving from unused Homeless Support fund, Better Together from reclaiming costs from NYCC and various Democratic Services savings. These savings mitigated the shortfall in investment income caused by the continued low interest rates (£16k).
- 1.4 Access Selby's General Fund surplus includes: increased income from Planning Fees of £198k due to the volume and variety of applications; increased recycling tonnages leading to additional £38k recycling credits;

additional £59k in Legal fees generated from S106 works and other work bid for; and an increase in the CEC recharge from the General Fund to the HRA of £219k due to changes to structures including the formation of a Housing Team. Access Selby has also achieved a net saving on its expenditure: a reduction in payments to third party contractors has led to £53k savings on the contract (this however is an area with high volatility and prices will continue to be monitored closely). Offsetting these savings were a number of smaller additional costs/losses.

- 1.5 Continued reductions in admin grant have resulted in reduced grant income of (£85k) due to DWP passing on its own savings targets. There is a shortfall on benefits after adjustments of (£117k) a result of a reducing case load due to eligibility, reduced subsidy partially mitigated by overpayment adjustments.
- 1.6 The lifeline service has also had a shortfall in grant income of as a result of a reduction in the support grant funding managed by NYCC and the criteria to be met to access the grant by individuals; this is partially offset by an increase in private subscribers to the service to give a net shortfall of (£87k). Costs of (£37k) were incurred due to the impact of the floods in December, a claim has been submitted to DCLG but the maximum potentially recoverable is £14k.
- 1.7 It is proposed that the General Fund surplus of £608k is transferred to the Business Development Reserve (324k) and Contingency reserve (£284k) to mitigate future spending pressures.

### **Housing Revenue Account**

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

HRA	Budget £000's	Actual £000's	Outturn variance £000's
Core	(4,317)	(4,711)	(394)
Access Selby	4,223	4,307	84
Surplus	(94)	(404)	(310)

- 1.9 The Core additional surplus of £394 is to be transferred to the Major Repairs Reserve to support future HRA projects. The variance is mainly due to lower than budgeted interest payments from not taking out extra borrowing in the year for new developments £232k, unspent contingency £63k and £35k housing rents from lower than anticipated sales and improved void turnaround offset by an increase in bad debt provision for rents and other debtors (£47k).
- 1.10 Access Selby's HRA surplus includes Right to Buy Admin fees of £16k based on 12 sales; Pumping Station recharges £13k, former tenant charges £25k for property clearance and repairs and Garage Rents of

£11k - the budget was reduced for 2015/16 to reflect sites identified for development; £100k savings for various repairs, maintenance and utilities and revenue contributions to HRA balances for Capital schemes (£81k). There is £39k additional income for backdated community centre charges settled by NYCC offset by increased CEC charges from the General Fund (£219k) mentioned in paragraph 1.4 above.

### **Capital Programme**

- 1.11 There are carry forward requests of £2.679m for the General fund to enable key projects to be completed in future years. This is made up of: £987k for final payments to contractors for The Summit (Leisure Village) which opened to the public on 28 May; £993k to support housing development in the District through Selby District Housing Trust; £250k for the Customer Relationship Management system and Mobile Working project which is anticipated to link in to the new housing system which needs implementing first; there is £150k for the repair of the collapsed culvert at Portholme Road contract terms have been agreed commencement is anticipated to start around October 16; £126k is required for the new Housing System - proposals to progress this are to be submitted to Executive in September; £59k for Disabled Facilities Grants for commitments made in 2015/16 that will be paid in 2016/17; £98k for ICT planned system implementation and upgrades - for a number of projects which have either commenced in 2015/16 or have been delayed due to interdependency with other systems or timing of upgrade releases.
- 1.12 The HRA has seen good progress with the programme completed for fencing, painting and door replacement. There are carry forward requests of £1.306m: £799k for roof replacements and pointing work at Tadcaster that were delayed due to the requirement of the extended consultation and survey reports; £175k for bathroom replacements and work is being committed; £192k for Laurie Backhouse Court refurbishment, the contractor has now been appointed and £88k for the relocation of a tenant and demolition of the flats at Byram Park Road.

### **Savings**

- 1.13 Appendix C presents an update on progress against the Council's savings action plan for the General Fund and HRA (Core and Access Selby).
- 1.14 The Core General Fund savings exceeded target by £59k from using internal borrowing to purchase Burn Airfield and savings targets for the HRA have been achieved.
- 1.15 Access Selby's General Fund fell short of its planned savings target by £170k; however alternative savings totalling £197k were identified during the year and added to the savings plan. These included Civic Centre room hire and hot-desks, street naming & numbering, legal library, Revenues & Benefits Value For Money savings and benefits overpayment

subsidy. However the savings and increased income detailed above cover the shortfall. These savings however are mainly one off and base budgets cannot be adjusted accordingly. Officers are looking at maximising permanent savings and reviews of the base budgets will be carried out during the budget setting process to meet the increasingly demanding savings targets.

### **Programme for Growth**

- 1.16 To the end of 2015/16 £7.2m has been spent against the Programme budget of £9.7m with the Leisure Village in Selby and the purchase of Burn Airfield accounting for the majority of the spend. A summary of progress against each project is set out at Appendix E. The remaining budget from 2015/16 will be carried forward and a review of the Programme is expected in 2016/17.

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

### **2.1 Legal Issues**

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

### **2.2 Financial Issues**

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

## **3. Conclusion**

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

### **Appendices:**

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

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

Appendix C – General Fund and Housing Revenue Account Savings.

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

Appendix E – Programme for Growth.

### **Contact Details**



Karen Iveson  
Chief Finance Officer  
Selby District Council  
[kiveson@selby.gcsx.gov.uk](mailto:kiveson@selby.gcsx.gov.uk)

## BUDGET EXCEPTIONS REPORT

April 2015 - March 2016

## Core

## General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(200)	16	On-going	The shortfall in investment income is due to low returns from low interest rates.
Other Government Grants	(8,048)	(165)	On-going	Grants exceeding income expectations, including New Burdens Grant (£82k) and other smaller grants (£83k) which included one-off receipts for welfare reform, transparency and sale of high value council houses.
<b>Total Variance - General Fund Income</b>		<b>(149)</b>		

## Core

## General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Supplies & Services	995	(69)	On-going	Homeless Support Funding not bid for by Access Selby (£31k), Better together (£21k), the majority of which is from reclaiming costs of the depot move to Canal Road and various savings across Democratic Services totalling (£17k).
NNDR Collection Fund Share	164	(80)	On-going	NNDR Surplus share after appropriations.
<b>Total Variance - General Fund Expenditure</b>		<b>(149)</b>		
<b>Total Variance - Operating (Surplus)/deficit</b>		<b>(298)</b>		

Access Selby  
General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Government Grants	(560)	183	On-going	The lifeline service had a net shortfall as a result of a reduction in the support grant and a subsequent reducing client base £183k, this is partly offset by an increasing private payers base and NYCC Telecare income giving a net £87k shortfall.
Benefits Admin Grant	(351)	85	On-going	Housing Benefit Admin subsidy is less than budget by (£85k) from DWP passing their efficiency savings on to Councils, the budget reflected levels received in previous years.
Housing Benefits (Net Position)	(116)	117	On-going	The number of claimants has not risen in line with the assumptions made when the budget was set and follows the regional trend of a reducing caseload due to restrictions on benefit entitlement. Reduced claims (£643k) are offset by reduced subsidy income £817k and overpayment adjustments (£57k).
Customer & Client Receipts	(4,095)	(499)	On-going	The shortfall in lifeline grant above is partially mitigated by an increase in private payers (£83k) and Telecare income (£13k). Planning fee income has exceed budget by (£198k) due to the volume and variety of applications. Recycling income has exceeded target by (£38k) from increased tonnage collected. Property Management (£19k) has increased through Burn Airfield rents and 43 Kirkgate retail unit rent. Legal fees have exceeded expectations by (£59k) from S106 cases and work bid for from other councils / public bodies. Court costs raised exceeded budget by (£13k). Special waste collections & wheelie bins provision from new properties generated (£25k) and Commercial Waste (£14k). There were numerous smaller variances.
<b>Total Variance - General Fund Income</b>		<b>(114)</b>		

Access Selby  
General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	6,471	14	On-going	The main reason for a variance was for overtime costs for the December floods £11k.
Supplies & Services	6,738	(127)	On-going	There are numerous compensating variances, the main items being: recycling contract savings (£53k) from reduced spend on third party contractors; Private Sector Housing (£38k) consultancy savings as focus has been on empty homes; Industrial Units (£40k) from the realignment of management fees payable to NYCC. Costs of £37k (including overtime costs above) were incurred as a result of the December floods, a claim to DCLG has been submitted but the maximum recoverable through the Bellwin scheme will be £14k.
Savings	(170)	170	On-going	Shortfall against savings target, mitigated by an overall Access Selby surplus, savings identified during the year are reflected on the savings schedule.
Net GEC charges to the HRA	2,300	(219)	On-going	For the year end process a review of recharges exercise was completed increasing the charge to the HRA, the main changes reflect structural changes during the year for Housing Services (Housing Lead Officer post and separation of team from Environmental Health), and reallocation of time for Policy, Assets, Debt Control & AS Management.
<b>Total Variance - General Fund Expenditure</b>		<b>(162)</b>		
<b>Total Variance - Operating (Surplus)/deficit</b>		<b>(276)</b>		

Core

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Housing Rents	(12,489)	(35)	On-going	Rent income exceeded budget but is influenced by lower than anticipated sales during the year and the number of voids. Rent going forward will be reduced by taking properties out of management for development such as Byram Park Rd flats, this will be mitigated by HRA contingency.
<b>Total Variance - Core HRA Income</b>		<b>(35)</b>		

Core

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
External Interest Payable	2,638	(232)	On-going	This saving was due to no additional borrowing being taken out for new developments within the HRA.
Provision for Bad Debts		47	One-Off	There were a large amount of write-offs during the year that required contributions from the HRA to maintain appropriate levels of provision.
Contingency	69	(63)	On-going	Balance of Contingency unspent during the year.
Movements to / from reserves	3,939	(109)	On-going	Several variances influenced by the reduction in costs of the capital programme.
<b>Total Variance - Core HRA Expenditure</b>		<b>(357)</b>		
<b>Total Variance - Core HRA</b>		<b>(392)</b>		

**Access Selby  
Housing Revenue Account Income**

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Customer & Client Receipts	(127)	(94)	On-going	Right to Buy administration fees from 12 sales in the year (£16k) and charges to former tenants for repairs and property clearance to council dwellings (£26k). Community Centres have seen a windfall in income from room hire due from NYCC where a number of years charges were not levied but now invoiced and settled (£39k) and pumping station recharges (£12k) to private residents for environmental permits, electricity & repairs for use of SDC pumping stations.
Garage Rents	(93)	(11)	On-going	The budget was reduced for 2015/16 to reflect sites identified for development and sites are now being vacated which is now beginning to have an impact on income.
<b>Total Variance - HRA Income</b>		<b>(105)</b>		

**Access Selby  
Housing Revenue Account Expenditure**

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Premises	790	(100)	One-Off	Savings on Hostel utilities & repairs £10k and Grounds Maintenance costs £10k. Repairs and gas for the community centres £25k and Gas Servicing contract £50k from reduced repairs from dwellings having modern boilers.
Contract Adjustments		81	One-Off	HRA reduction in contribution to balances following capital spend on Environmental Schemes and Byram Park Road.
Net CEC charges to the HRA	2,300	219	On-going	Corresponding recharge entry in the HRA against the General Fund above.
<b>Total Variance - HRA Expenditure</b>		<b>200</b>		
<b>Total Variance - Access Selby HRA</b>		<b>95</b>		

**2015/16 Selby District Council Capital Programme - To 31 March 2016**

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Industrial Units - Road Adoption	23,785	10,125	-13,660	13,660	0	Incremental progress has taken place, Yorkshire Water have adopted the sewer underneath and street lighting has been installed. Discussions are on-going with Highways about the adoption including resurfacing.
FMS Project	0	29,864	29,864	0	29,864	Funded from the ICT reserve from funds allocated for the FMS upgrade to commence in 2016/17. Oracle licence and platform issues had to be resolved before upgrade can take place.
Tadcaster Central Area Redevelopment	2,000	2,000	0	0	0	Planting work completed.
Mast Relocation Project	139,060	0	-139,060	0	-139,060	No immediate plans to relocate mast unless a proposal is submitted by the owners of the old Civic Centre. Unlikely to be any imminent decision on the future of the mast, therefore allow the funds to go back to balances until a tangible costed solution is proposed.
Portholme Road Culvert	150,000	0	-150,000	149,670	-330	Contract terms & conditions have been agreed and draft contract sent off. Consultancy contract (civil engineering) commenced January 16 which will involve commissioning the work to start on site approximately October 16 for completion late 2016/17 subject to costings.
Tadcaster Bus Station	25,000	25,000	0	0	0	Completed
Transactional Website	38,590	0	-38,590	0	-38,590	Website is live as part of phase 1- phase 2 sees a joint development project of the CRM and web. The saving is to be utilised for the next phase of the CRM project below. Briefs for the next phase are with NYCC with proposals and costs anticipated by the end of June.
Northgate Revs & Bens	15,000	5,482	-9,518	9,510	-8	Carry forward request required for upgrades and patches including universal credit.
Electronic Payments Project	70,190	8,525	-61,665	61,665	0	Phase 1 almost complete as part of £100k project, purchase orders raised and costs committed to enable payments to be collected electronically for Council Tax, NNDR, Rents, Housing Benefit overpayments and sundry debts.
ICT Infrastructure Replacement	40,000	28,600	-11,400	0	-11,400	Required for hardware implementation, utilised for IT equipment for the CIL and other system compliance.
DIP Upgrade	19,510	21,500	1,990	0	1,990	Complete, slightly overspent on retention works.
IDOX Upgrade	7,000	0	-7,000	5,690	-1,310	Carry forward committed for Public Access, to complete early 2016/17.
Environmental Health System	33,000	27,062	-5,938	2,940	-2,998	Completion of work to migrate Environmental Health in to Planning systems.
Member IT	18,340	0	-18,340	18,340	0	An Ipad pilot has been completed and now solutions to progress this are under discussion with NYCC as they currently do not currently support I-pads.
CRM	55,380	106,140	50,760	0	50,760	The first phase of this project is almost complete in conjunction with the website (see above). This phase has been funded by the 1st Transformational Challenge Award payment. Further phases will be developed through the web-site development.
Mobile Working Solution	249,800	0	-249,800	249,800	0	ICT Board recommended to wait until the outcome of the council review before looking at this project - the business case will be reviewed and a delivery plan put together, commencing April 2016. It will impact on the profile of the savings which is highlighted on the savings schedule. This is to be looked at to work alongside the Housing System including the option of upgrading current systems and extending usage to other teams but the housing system will need implementing first.
Genero Housing System	125,610	0	-125,610	125,610	0	It has been decided not to proceed with this project in its current format, during the process a number of issues came to light such as the detail of the implementation plan and allocation of resources. Proposals for this are to be submitted to Executive in September as the current system will be de-supported from April 2018 therefore system replacement is now requires more urgent attention.
ICT - Desktop Replacement Programme	17,500	11,575	-5,925	0	-5,925	Continued cycle of replacement of IT equipment.

**2015/16 Selby District Council Capital Programme - To 31 March 2016**

Asset Management Plan - Leisure & Parks	3,350	-1,672	-5,022	3,000	-2,022	2015/16 phase for Tadcaster Leisure Centre fencing and Selby Park pavilion timber cladding complete. A structural engineering report has been received regarding a crack in Tadcaster Leisure Centre wall, the cause being tree roots. The wall is to be repaired in 2016/17 requiring budget to be carried forward. A small saving was generated as anticipated costs in 2014/15 were lower than the amount accrued for 2015/16.
Burn Airfield	1,768,000	1,790,360	22,360	0	22,360	Purchase complete, costs for stamp duty were slightly higher than expected funded from the Special Projects Reserve.
Private Sector - Home Improvement Loans	37,200	-5,665	-42,865	0	-42,865	There have been some repayments which were not predicted exceeding payments made.
Disabled Facilities Grants	447,230	151,420	-295,810	58,870	-236,940	£151k spent and £59k committed during 2015/16. Demand was anticipated to be higher but progress is regularly discussed with the HIA. This saving will reduce the call on capital receipts in 2015/16 as the grant funding is utilised first as there is no requirement to split costs between grant received and other funding such as capital receipts.
New Build Affordable Housing Projects	1,550,000	556,640	-993,360	993,360	0	Planning Applications have been submitted for phase 1 of the development projects. Pre-development cost proposals need to be submitted by SDHT for the Riccall site before any work commences.
	<b>4,835,545</b>	<b>2,766,957</b>	<b>-2,068,588</b>	<b>1,692,115</b>	<b>-376,473</b>	



## 2015/16 Selby District Council Capital Programme - To 31 March 2016

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	
Kitchen Replacements	421,900	397,534	-24,366	0	-24,366	Main kitchen programme complete, the remaining budget was to be used for void properties and other one-off replacements as and when required.
Pointing Works	300,000	33,160	-266,840	266,840	0	This budget is in conjunction with the roofing scheme below, only essential work had been completed, currently on hold until the outcome of the Tadcaster Structural survey are complete.
Electrical Rewires	260,000	206,684	-53,316	0	-53,316	Saving for the year on on full rewire where on assessment only partial rewire are required, some work was linked with the kitchen replacement programme.
Bathroom Replacements	180,000	4,470	-175,530	175,530	0	Programme of works issued with commencement imminently.
Airey Property Works	0	-12,000	-12,000	0	-12,000	Completed, 2014/15 outstanding payments less than anticipated when accrued to 2015/16.
Asbestos Surveys	30,000	15,218	-14,782	0	-14,782	Work is required to meet current legislation standards, a new format is required to match up with the new housing system implementation which is currently being reviewed.
Central Heating System Replacements	890,480	462,589	-427,891	0	-427,891	Continued rolling programme of heating replacements. Struggling to complete E7 replacement as tenants do not want disruption similarly with solid fuel conversion. This work is only being completed when a property becomes void. Marketing exercises are taking place to get whole streets to move the gas central heating as gas supplies will only be installed for whole streets not individual properties. The saving will remain in the major repairs reserve where it is likely to be used for future replacement programmes, the capital programme has been reprofiled to reflect when boiler replacement is due with a large proportion falling in around 6 years.
Roof Replacements	555,600	22,950	-532,650	532,650	0	Scheme in Tadcaster currently on hold, with a view to commence during 2016/17 pending more detailed survey work results. the uncommitted budget is to be carried forward to continue the scheme along with any other potential funding required from the results of the survey.
Damp Works	250,000	243,190	-6,810	0	-6,810	Work continues to cover more responsive work including some prevention measures (improving ventilation).
External Cyclical Repairs (Painting & Windows)	113,000	113,000	0	0	0	Completed.
External Door Replacements	134,000	134,147	147	0	147	Completed.
Void Property Repairs	53,500	30,763	-22,737	0	-22,737	This work is responsive to the level of void properties and is dependent on each individual scenario as to the level of work required. The level of void work is being managed both through capital and revenue budget.
Fencing Programme	40,000	39,919	-81		-81	Completed.
St Wilfrids Court - Fire Alarm	25,000	0	-25,000	25,000	0	In conjunction with the Laurie Backhouse Court works.
Laurie Backhouse Court - Refurbishment	200,000	7,110	-192,890	192,890	0	tender has been completed and a contractor appointed, the work will take approximately 10 weeks and include solar panels outside the original specification.
Environmental Improvement Plan	160,000	29,962	-130,038	25,000	-105,038	Significant underspend for the year as schemes were not identified. Scheme has been rolled out to Community Officers to develop CEF area based proposals.
Housing Development Project	140,000	51,510	-88,490	88,490	0	To be carried forward for the demolition of the flats and the final relocation costs for the tenants.
Marsh Croft Flooding	0	62,294	62,294	0	62,294	Net impact of flooding during December / January managed from savings in other schemes, insurable costs and those incurred that do impact on saving life and or property cannot be claimed under the Bellwin Scheme, an insurance claim has been submitted after loss adjuster review. Currently being investigated to see if any grant income can be applied for to cover costs of prevention measures completed as part of the refurbishment not covered by insurance.
<b>Total Capital Programme</b>	<b>8,589,025</b>	<b>4,609,456</b>	<b>-3,979,569</b>	<b>2,998,515</b>	<b>-981,054</b>	

## Key:

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

## Core Savings Plan

Proposed Savings	Status	2015/16	2016/17	2017/18	2018/19	Progress
		£	£	£		
<b>Procurement Workstream</b>						
Leisure Management Contract	Green	75,000	187,915	196,487	174,907	Completed
Community / Pooled Budgets	Red	-	10,000	10,000	10,000	No work has commenced on this project will be reviewed as part of the customer and community project.
Improved waste / recycling value for money	Red	-	-	100,000	100,000	The market price of recyclates is extremely volatile, any fall in price could put this saving in jeopardy. This is currently being monitored and income targets currently met.
Inflation Savings on Street Scene Contract	Green		99,110	99,110	99,110	Savings resulting from contract inflation
Banking tender	Green	10,000	10,000	8,400	8,400	Completed
<b>Total Procurement</b>		<b>85,000</b>	<b>307,025</b>	<b>413,997</b>	<b>392,417</b>	
<b>Transformation Workstream</b>						
Better Together - Finance	Green	26,000	43,800	44,240	44,240	Savings will be achieved in 2015/16 - Future years will be dependant on the success of the trial period to date £48k achieved - £26k Core & £22k Access Selby)
<b>Total Transformation</b>		<b>26,000</b>	<b>43,800</b>	<b>44,240</b>	<b>44,240</b>	
<b>Value for Money Workstream</b>						
Burn Airfield Purchase - Internal Borrowing Savings	Green	109,000	109,000	109,000	109,000	Completed
Ward Boundary Review	Green	41,430	41,430	41,430	41,430	Completed
<b>Total Value for Money</b>		<b>150,430</b>	<b>150,430</b>	<b>150,430</b>	<b>150,430</b>	
<b>Base Budget Review Workstream</b>						
NNDR Base Budget Review - Various small sites	Green	14,390	14,390	14,390	14,390	Completed
<b>Total Base Budget Review</b>		<b>14,390</b>	<b>14,390</b>	<b>14,390</b>	<b>14,390</b>	
<b>Discretionary Service Review Workstream</b>						
<b>Total Discretionary Service Review</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Income Generation Workstream</b>						
Use of assets for advertising space	Amber	3,000	25,000	25,000	25,000	Negotiations ongoing with NYCC about income split in 15/16
General Fund Housing Development	Amber	-	25,000	50,000	50,000	Interest from loans to SDHT - Final figures to be confirmed at year end following SJS completion (expected to be between £22-25k).
Green Energy	Red	-	-	150,000	150,000	The feasibility report confirms that a ground and roof mounted schemes are possible but changes to government subsidies means that detailed business case will be deferred and therefore a scheme will not be delivered to achieve a saving in 16/17.
<b>Total Income Generation</b>		<b>3,000</b>	<b>50,000</b>	<b>225,000</b>	<b>225,000</b>	
<b>Total General Fund Savings</b>		<b>278,820</b>	<b>565,645</b>	<b>848,057</b>	<b>826,477</b>	
<b>Savings Target</b>		<b>220,200</b>	<b>210,430</b>	<b>552,224</b>	<b>530,644</b>	
<b>Headroom/Deficit (+/-)</b>	**	<b>58,620</b>	<b>355,215</b>	<b>295,833</b>	<b>295,833</b>	
<b>Green Savings</b>		275,820	505,645	513,057	491,477	
<b>Amber Savings</b>		3,000	50,000	75,000	75,000	
<b>Red Savings**</b>		-	10,000	260,000	260,000	
<b>Total</b>		<b>278,820</b>	<b>565,645</b>	<b>848,057</b>	<b>826,477</b>	

<b>Access Selby - General Fund Savings</b>							Members' Update
Proposed Savings	Category	Status	2015/16	2016/17	2017/18	2018/19	
			£	£	£		
<b>IT &amp; Transformation Work stream</b>							
CRM Replacement	Key Project	Red	8,980	66,252	66,252	66,252	Phase 1 saw CRM went live in July 2015. Phase 2 is currently being scoped. Saving in 15/16 come from reduced maintenance. In order for savings from 16/17 onwards to be realised capacity savings need to be utilised.
Mobile Working	Key Project	Red	-	41,728	41,728	41,728	Project currently under review. Any changes will be reflected in the savings plan once the review is complete. It may be that these savings potential are reduced as a result of other projects such as customer & community.
Spend to Save initiatives	Service Improvement	Red	-	-	-	-	
Spend to Save initiatives	Service Improvement	Amber	-	-	-	-	
Fuel Site	Service Delivery	Red	-	-	-	-	If savings are able to be realised they would sit within the HRA.
Review of planning advice and consultants	Service Delivery	Green	3,750	3,750	3,750	3,750	Savings achieved on experts but due to increased number of applications the overall spending might not be reduced.
Joint Business Support Manager Post	Service Delivery	Green	3,632	-	-	-	Saving to be reviewed in conjunction with options for long term arrangements
Formal amalgamation of District newspaper and County Council publications	Service Delivery	Amber	3,000	3,000	3,000	3,000	Collaboration working successfully in 2015/16 with 2 shared editions to date. No formal arrangement for anything going forward but it is expected a shared arrangement of some sort will continue.
Better Together	Key Project	Amber	22,000	150,000	150,000	150,000	Savings achieved in finance (£22k finance & £26k Core). Savings not achieved to date for assets as still occupying the vivars. Target for 15/16 was £75k this is unlikely to be achieved.
Electronic Payments	Key Project	Amber	0	25,000	25,000	25,000	Project linked to CRM and will follow in the later phases.
Improved Revs & Bens Value for Money	Key Project	Amber	21,440	25,000	50,000	50,000	Competitive Dialogue process to commenced in July 2015. - £21k saving will be achieved in 2015/16 due to frozen post. Next round of meetings to be held in January 15.
Further Internal Efficiencies (Outside of Better Together)	Key Project	Red	0	0	50,000	50,000	To date no further efficiencies have been highlighted for 16/17 there are projects that will commence to review planning and EH but and savings as a result are likely to fall into 16/17.
Access Selby Commercialisation	Key Project	Amber	5,000	10,000	50,000	50,000	Business development are conducting a wider assets review to enable them to take this project forward and highlight areas for improvement. It is also unlikely the £50k target will be achieved in 16/17 this is expected to be more in the region of £5-10k.
<b>Total Transformation</b>			<b>67,802</b>	<b>324,730</b>	<b>439,730</b>	<b>439,730</b>	
<b>Commissioning Work stream</b>							
Printers	Service Delivery	Green	18,811	18,811	18,811	18,811	Completed
Lifeline pendants	Service Improvement	Green	-	67,576	69,000	69,000	Projected savings on track to be delivered
Postage and Mail	Service Delivery	Amber	5,000	5,000	5,000	5,000	Further work required before savings can be confirmed
Supplier Engagement	Service Delivery	Amber	-	20,000	20,000	20,000	£6k identified to date to be saved from 16/17 onwards Contracts team have a schedule of contracts to be re-procured and expect the target will be very close to being achieved.
Reduce Tail end spend	Service Delivery	Amber	8,500	14,500	14,500	14,500	£8.5k realised already in relation to car park tickets & telephones - £6k additional savings still to be identified in 2016/17 onwards. 15/16 element is Green
Reduce Tail end spend	Service Delivery	Amber	-	-	-	-	50% of savings identified in 15/16, in future years 75% savings have already been identified
IT Service Contracts	Service Delivery	Amber	7,500	7,500	7,500	7,500	Options currently under review.
External Audit - Grants Audit Fee	Service Delivery	Green	8,130	8,130	8,130	8,130	Completed
Lexis Nexis Legal Library	Service Delivery	Green	13,500	13,500	13,500	13,500	Completed

Proposed Savings	Category	Status	2015/16	2016/17	2017/18	2018/19	Members' Update
Community Support Vehicle lease	Service Delivery	Green	3,940	3,940	3,940	3,940	Completed
Improved Waste / Recycling Value for Money	Key Project	Red	-	-	100,000	100,000	Service under pressure due to growth in property numbers.
Maximise use of Civic Centre Office Space	Key Project	Amber	10,500	45,000	45,000	45,000	Savings for 15/16 achieved longer term savings will be dependant on arrangements with partners such as the police. 15/16 savings are green
<b>Total Commissioning</b>			<b>75,881</b>	<b>203,957</b>	<b>305,381</b>	<b>305,381</b>	
<b>Income Generation Work stream</b>							
Negotiation for share of out performance on Council Tax collection	Service Improvement	Amber	3,961	3,961	3,961	3,961	Target under constant review and outcome is based on full year performance, final figure cannot be confirmed till year end and the estimate is in line with previous trends.
Land Charges Income - Search fees	Service Improvement	Amber	48,000	21,000	21,000	21,000	In future years it is possible that some of this income may go direct to the Land registry - this will be kept under close review and updated once further information is received. Income has been achieved for 2015/16.
Legal Income	Service Improvement	Green	32,750	8,750	8,750	8,750	On track to achieve savings from increase in fee-generating work.
Street Naming & Numbering	Service Improvement	Green	30,000	30,000	30,000	18,000	Original target of £18k for 15/16 is expected to be exceeded with a revised estimate of £30k being set for the year.
Registrar Service	Key Project	Green	10,994	10,994	10,994	10,994	Completed
Caravan inspection fee	Service Improvement	Green	2,000	2,000	2,000	2,000	On track to achieve savings
Policy changes to introduce new income streams	Key Project	Red	0	78,783	80,823	80,823	Commercialisation project established to identify further opportunities but unlikely to result in any additional savings for 2015/16.
Community Support Lifeline Income	Service Improvement	Amber	20,000	20,000	20,000	20,000	Income growth has been achieved, however due to grant funding being reduced the additional income is only currently mitigating the loss.
<b>Total Income Generation</b>			<b>147,705</b>	<b>175,488</b>	<b>177,528</b>	<b>165,528</b>	
<b>Other</b>							
Agency Staff	Service Delivery	Red	-	2,500	2,500	2,500	Savings opportunity identified for future years
NY regional strategy officer	Service Delivery	Green	2,520	2,520	2,520	2,500	Completed
Community Support Office telephone savings	Service Delivery	Green	9,600	9,600	9,600	9,600	Completed
Contracts General Office Expenses	Service Delivery	Green	360	360	360	360	Completed
Contracts - Officer subsistence general saving	Service Delivery	Green	200	200	200	200	Completed
Commercial Waste	Service Delivery	Green	1,160	1,160	1,160	1,160	Completed
Environmental Health & Housing telephone savings	Service Delivery	Green	430	430	430	430	Completed
Housing Benefits - Overpayments subsidy	Service Delivery	Green	67,000	67,000	67,000	67,000	£32.5k target exceeded for 15/16 and current forecasts show £67k is expected for the year. It is expected that this figure will also be realised (and exceeded) going forward following a bid for additional resources. Figure will be confirmed at year end
<b>Total Other</b>			<b>81,270</b>	<b>83,770</b>	<b>83,770</b>	<b>83,750</b>	
<b>Total General Fund Savings in Progress</b>			<b>372,658</b>	<b>787,945</b>	<b>1,006,409</b>	<b>994,389</b>	
<b>Savings Target</b>			<b>529,566</b>	<b>747,221</b>	<b>950,790</b>	<b>950,790</b>	
<b>Headroom/Deficit (+/-)</b>		**	<b>156,909</b>	<b>40,724</b>	<b>55,619</b>	<b>43,599</b>	
<b>Green Savings</b>			208,777	248,721	250,145	238,125	
<b>Amber Savings</b>			154,901	349,961	414,961	414,961	
<b>Red Savings**</b>			8,980	189,263	341,303	341,303	
<b>Total</b>			<b>372,658</b>	<b>787,945</b>	<b>1,006,409</b>	<b>994,389</b>	

Key: **HRA Savings Plan**

Green: Savings likely to be achieved/low risk

Amber: Tentative savings - further work required/medium risk

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

Proposed Savings	Status	2015/16	2016/17	2017/18	2018/19	Progress
		£	£	£	£	
Review of Property Services unfilled posts	Green	50,000	50,000	50,000	50,000	Completed
Gas Servicing Contract	Green	20,000	20,000	20,000	20,000	Completed
Grassed Areas & Open Spaces base budget review	Green	29,000	29,000	29,000	29,000	Completed
Various Suppliers	Green	22,000	22,000	22,000	22,000	Completed
WTT - Savings	Green	129,591	129,591	129,591	129,591	Completed
2011/12 Pay Award	Green	27,000	27,000	27,000	27,000	Completed
Car Allowances	Green	5,600	5,600	5,600	5,600	Completed
Savings on Audit Fees and early Retirement Charges	Green	40,460	40,460	40,460	40,460	Completed
Ryecare Help-Line Telecom Saving	Green	700	700	700	700	Completed
Consolidation of IT Budgets	Green	23,685	23,685	23,685	23,685	Completed
Electrical Testing - R&M	Green	15,000	15,000	15,000	15,000	Completed
Vehicle Tracking System	Green	500	500	500	500	Completed
Direct Works - Phones	Green	2,000	2,000	2,000	2,000	Completed
Grants Audit Fees	Green	6,000	9,390	9,390	9,390	Completed
Clear Access Footways	Green	2,500	2,500	2,500	2,500	Completed
Footpaths	Green	10,000	10,000	10,000	10,000	Completed
Gutters & Fallpipes	Green	5,000	5,000	5,000	5,000	Completed
Tenants Participation - Housing Reports	Green	370	370	370	370	Completed
Energy Performance Certificates	Green	3,000	3,000	3,000	3,000	Completed
SDC Contract Hire Vehicles	Green	18,000	18,000	18,000	18,000	Completed
Asbestos Removal	Green	500	500	500	500	Completed
Solid Fuel Servicing	Green	12,470	12,470	12,470	12,470	Completed
Communal Lighting	Green	3,350	3,350	3,350	3,350	Completed
Pumping Stations	Green	3,210	3,210	3,210	3,210	Completed
Lift Maintenance	Green	1,300	1,300	1,300	1,300	Completed
Bank charges	Green	1,600	1,600	1,600	1,600	Completed
Debt collection costs	Green	1,300	1,300	1,300	1,300	Completed
Hostels	Green	5,230	5,230	5,230	5,230	Completed
HRA Investment Interest	Green	-	8,000	17,000	21,000	Completed
Van Fuel (oil price & fuel card savings)	Green	-	2,450	2,450	2,450	Completed
Resource Accounting	Green	-	4,000	4,000	4,000	Completed
Rent - Bank Charge Savings	Green	-	1,000	1,000	1,000	Completed
Use of Temporary Accommodation	Green	-	13,740	13,740	13,740	Completed
Community Centres	Green	-	9,600	9,600	9,600	Completed
<b>Total Housing Revenue Account Savings</b>		<b>439,366</b>	<b>481,546</b>	<b>490,546</b>	<b>494,546</b>	
<b>Savings Target</b>		<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	
<b>Headroom/Deficit (+/-)</b>		<b>79,366</b>	<b>121,546</b>	<b>130,546</b>	<b>134,546</b>	
<b>Green Savings</b>		439,366	481,546	490,546	494,546	
<b>Amber Savings</b>		-	-	-	-	
<b>Red Savings**</b>		-	-	-	-	
<b>Total</b>		<b>439,366</b>	<b>481,546</b>	<b>490,546</b>	<b>494,546</b>	

<b>General Fund Revenue Carry forwards</b>				
<b>Description</b>	<b>Purpose of Carry Forward</b>	<b>15/16 Current Budget</b>	<b>Remaining Budget</b>	<b>Carry Forward Request</b>
Homeless Persons - Strategy	Continuous commitment to providing homeless prevention	66,755	34,135	34,135
Eastern CEF - Projects Fund	For use by Eastern CEF including funds returned from AVS	20,000	40,557	40,550
Tadcaster & Villages CEF - FWAG Grant	For use by Tadcaster & Villages CEF	60,000	60,000	60,000
Tadcaster & Villages CEF - Projects Fund	For use by Tadcaster & Villages CEF	18,710	7,650	7,650
Central CEF - Projects Fund	For use by Central CEF including funds returned from AVS	20,000	57,860	57,860
Southern CEF - Projects Fund	For use by Southern CEF including funds returned from AVS	20,000	32,226	32,220
Western CEF - Projects Fund	For use by Western CEF	20,000	16,378	16,370
Plan Selby - Specialist Fees	Resource for the development of PLAN Selby	469,400	188,736	188,730
Policy Team - Agency Staff	Resource for the development of PLAN Selby	184,900	79,633	79,630
Climate Change	Resource for development of Climate Change Strategy	15,000	15,000	15,000
Development Policy Research - Contributions	Development of Plan Selby - Brownfield Register Pilot Project	10,000	10,000	10,000
HR - Short Course Fees	Fund Leadership Development Management Programme	25,580	10,482	10,000
Local Strategic Partnership	Earmarked for strategic partnership development and projects	40,260	26,162	26,160
Member Training Programme	Development of a comprehensive training programme for 2016/17	18,270	15,120	8,650
Chairman's Allowance	Remaining Balance @ 31 March 16 to complete Office Term	5,910	2,070	2,070
NYBTG	Benefits Group Partner Funding for 16/17 use	23,860	11,357	11,350
P4G Town Masterplanning	To progress work in support of PLAN Selby	250,000	193,820	193,820
P4G Green Infrastructure	To progress work in support of PLAN Selby	20,000	20,000	20,000
P4G Strategic Development Sites	To continue work on Districts key strategic sites	185,000	165,163	165,160
P4G Retail Experience (Tadcaster)	To continue and develop a delivery plan for the project	100,000	77,972	77,970
P4G Retail Experience (STEP)	To continue and develop a delivery plan for the project	151,576	149,567	149,560
P4G Retail Experience (Sherburn)	Committed to the Sherburn Village Centre Project	100,000	20,000	20,000
P4G Empty Homes	Funding to improve all empty homes which fall in to criteria	52,475	52,475	52,475
P4G Open for Business	Deliver actions identified in Economic Development Strategy	22,664	22,664	22,664
P4G Community Skills Strategy	To deliver a programme of effective skills development	100,000	100,000	100,000
P4G Growing Enterprise	Funding to continue Growth Advisor Service Support	69,000	51,334	51,330
Pollution Monitoring - Air Quality Management	Specialist advice for AQMA in Selby District	8,960	5,694	5,690
Pollution Monitoring - Repairs & Maint	To support specialist advice for AQMA in Selby District	1,000	1,000	1,000
Electronic Payments Project	Unspent element of salary to carry forward to support project	12,210	4,884	4,880
Gen Fund Contingency	To support interim salary costs of the corporate restructure	255,550	28,172	28,172
		<b>2,347,080</b>	<b>1,500,111</b>	<b>1,493,096</b>

<b>General Fund Capital Carry forwards</b>				
<b>Description</b>	<b>Purpose of Carry Forward</b>	<b>15/16 Current Budget</b>	<b>Remaining Budget</b>	<b>Carry Forward Request</b>
Disabled Facilities Grants	DFG Schemes approved and committed in 2015/16 but not complete	447,230	295,809	58,870
Industrial Units Road Adoption	To complete works in Sherburn	23,785	13,665	13,660
Leisure Asset Management Plan	Internal wall repairs to Tadcaster LC	3,350	3,350	3,000
Portholme Road Collapsed Culvert	Works to commence during 16/17, contracts countersigned	150,000	149,673	149,670
ICT Capital Projects - Computer Maintenance	To complete M3 / Idox Software integration	33,000	3,938	2,940
ICT Capital Projects - Hardware / Software	To complete upgrades delayed by software supplier	7,000	5,697	5,690
ICT Capital Projects - Electronic Payments	On-going project for upgrade to current software	70,190	61,665	61,665
ICT Capital Projects - Revs & Bens	Continued upgrades to current software	15,000	9,518	9,510
HRA ICT Capital Programme	To purchase new housing system	125,610	125,610	125,610
Mobile Working Solution	To progress the Mobile Working Solution project	249,800	249,800	249,800
Members IT Equipment	To purchase equipment following trial	18,340	18,340	18,340
Leisure Village	Required to complete construction project for May opening	6,000,000	986,580	986,580
Housing Development schemes	To support housing development in the district	1,550,000	993,360	993,360
		<b>8,693,305</b>	<b>2,917,005</b>	<b>2,678,695</b>

<b>Housing Revenue Account Capital Carry forwards</b>				
<b>Description</b>	<b>Purpose of Carry Forward</b>	<b>15/16 Current Budget</b>	<b>Remaining Budget</b>	<b>Carry Forward Request</b>
Pointing Works	Work connected with Hillside Estate Tadcaster under Leaseholder consultation	300,000	266,843	266,840
Bathroom Replacement Programme	Scheme commenced March with completion due September 2016	180,000	175,538	175,530
Roof Replacement	Work connected with Hillside Estate Tadcaster under Leaseholder consultation	555,600	532,651	532,650
St Wilfrids Ct - Fire Alarm	To commence May 16 in connection with Laurie Backhouse refurbishment	25,000	25,000	25,000
Laurie Backhouse Court Refurbishment	Tender process complete to start work May 2016	200,000	192,894	192,890
Environmental Improvement Works	To fund schemes approved to improve estates, neighbourhoods and communities	160,000	130,037	25,000
Housing Development Schemes	Home loss compensation for residents at Byram Park Road	60,000	8,498	8,490
Housing Development Schemes	Demolition & Site Clearance at Byram Park Road	80,000	80,000	80,000
		<b>1,560,600</b>	<b>1,411,461</b>	<b>1,306,400</b>

## Programme for Growth

Projects		Cost Centre	Capital £	Revenue £	Actual to Date	Year-end Accruals	Actual 15/16 Year End	Budget Remaining	Comments
Programme Management			-	-	3,308		3,308	3,308	Final pay - Programme manager
Healthy living - concepts fund	Jonathan Lund	SB0111	-	175,000	-	29,400	29,400	145,600	The Active Healthy Schools programme has been delivered to schools and engaged children in years 1 and 4. After schools clubs have been developed and delivered engaging with children and Holiday schemes have been delivered. Several Schools have booked extra sessions at Selby Leisure Centre for PE or taster sessions in addition to existing activities like curriculum swimming lessons.
Leisure Village	Jonathan Lund	SZ3037	5,979,000	-	4,634,046	379,374	5,013,420	965,580	Construction on-track, building handover took place 6th May 2016. Opened to public on 28th May 16
Selby Skate Park	Jonathan Lund		96,000	-	-	-	-	96,000	Planning permission not required due to existing site purpose. Work due to complete in co-ordination with Summit Indoor Adventure
Ready 4 Work	Janette Barlow	SJ0241	-	16,556	16,556		16,556	-	The first graduate programme successfully completed the end of September 2015 and 2 new graduate trainees have been recruited.
Growing enterprise	Rose Norris	SD0407	-	175,000	17,666		17,666	157,334	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
Market Selby's USP	Mike James / Rose Norris	SD0409	-	62,664	100		100	62,764	To ensure this project supports the outcomes of the emerging Economic Development strategy for the district, the project will be held pending the approval of the ED strategy which is expected next year. Spend will then be re-profiled accordingly.
Community skills/capacity building	Rose Norris	SD0414	-	100,000	-		-	100,000	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
Retail experience: Tadcaster Linear Park	Rose Norris	SD0406		100,000	22,028		22,028	77,972	Planning permission will be sought in the coming weeks and, following this, a delivery plan for the project will be developed. The impact of the temporary (or even permanent) foot bridge will need to be assessed in terms of timescales and delivery.
Retail experience: STEP	Rose Norris	SD0415		151,576	2,009		2,009	149,567	Following an away day, the STEP have agreed to focus on three key delivery priorities for 2016: 1. Street scene; 2. Retail mix and markets; and 3. Events and visitors
Retail experience: Sherburn	Rose Norris	SD0416		100,000	80,000		80,000	20,000	Following the signing of the grant agreement, Groundwork have been commissioned by Sherburn in Elmet Parish Council to manage the project delivery. It is expected that £40k will be drawn down at the start of 2016. The project is expected to be completed by the end of the 2016/17 financial year.
Construction skills hub	Janette Barlow	SD0417	-	20,000	-		-	20,000	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 construction skills offer on site is supported by Keepmoat. Selby College has secured funding to extend their engineering and construction skills offer by September 2017. Selby College and Keepmoat and co-operating with each other.



Projects		Cost Centre	Capital £	Revenue £	Actual to Date	Year-end Accruals	Actual 15/16 Year End	Budget Remaining	Comments
Empty homes	Rose Norris	SF0408	100,000	15,475	-		-	115,475	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 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, 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. The year end update position from City of York Council will be provided as soon as it is available.
Housing Trust	Karen Iveson	SF0409	-	133,750	30,000		30,000	103,750	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
St Josephs St	Karen Iveson			31,000	31,004		31,004	4	Site completed, with 2 properties occupied, 3 property earmarked for sale has an accepted offer and due to compete within the next few weeks.
Green energy	Karen Iveson	SC1100	-	30,000	9,977		9,977	20,023	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.
Strategic sites	James Cokeham	SF0407	-	285,000	18,937	900	19,837	265,163	Work has progressed on the early development of masterplans for key strategic sites within the District. This work will be linked to the development of Plan Selby taking a master planning approach to the delivery of housing and jobs. This strand of the P4G has also funded ongoing support for Eggborough Power Station and its workforce in light of ongoing changes to national government energy policy.
Town masterplanning	James Cokeham	SD0412	-	250,000	56,180		56,180	193,820	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.
Green infrastructure	James Cokeham	SD0413	-	20,000	-		-	20,000	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.
Economic Development Projects arising from ERYC peer review	Keith Dawson	SD0411		50,000	39,806	12,063	51,869	1,869	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.
Burn Airfield Improvements to gateways	Jonathan Lund Rose Norris		1,790,000	3,639	1,790,360		1,790,360	360	
					-		-	3,639	Income now being generated - £3062 p.a.
					-		-	-	
<b>Total</b>			<b>7,965,000</b>	<b>1,719,660</b>	<b>6,751,778</b>	<b>421,736</b>	<b>7,173,514</b>	<b>2,932,882</b>	
	<b>Funding:</b>								
	Special Projects Reserve		5,793,000	2,233,000					
	Borrowing		2,172,000	-					
	<b>Funding Contingency Balance</b>		<b>-</b>	<b>-</b>				<b>513,340</b>	

# Selby District Council

## REPORT

Reference: E/16/7

Public



**To:** Executive  
**Date:** 12 July 2016  
**Status:** Non key decision  
**Report Published:** 4 July 2016  
**Author:** Ralph Gill / Glenn Shelley  
**Executive Member:** Cliff Lunn  
**Lead Officer:** Karen Iveson, Chief Finance Officer

**Title:** Business Rate Relief on Academies and Libraries

### Summary:

Under the Council's current Discretionary Rate Relief Policy any organisation with charitable status, whose activities directly benefit residents, is eligible for Discretionary Charitable Relief of up to 20% of its National Non-Domestic Rates liability.

Recent central Government policy encourages schools to become academies and therefore eligible for charitable status. Similarly, Libraries are increasingly becoming run by community groups which also entitles them to charitable status. The report sets out the potential financial implications for Selby District Council of this increased entitlement to relief and proposes that Academies are excluded from the Discretionary Rate Relief due to the financial burden to local taxpayers.

### Recommendations:

That the Council's Discretionary Rate Relief Policy be amended to:

**To exclude Academies from Discretionary Charitable Rate Relief**

### Reasons for recommendation

To ensure the Council's Discretionary Rate Relief Policy is affordable.

## 1. Introduction and background

- 1.1 Schools and Libraries in North Yorkshire currently pay full business rates.
- 1.2 Recent government policy has been to promote the transfer of schools to become academies. Academies are independent, state-funded schools, which receive their funding directly from central government, rather than through a local authority.
- 1.3 The day-to-day running of the school is with the head teacher or principal, but they are overseen by individual charitable bodies called academy trusts and may be part of an academy chain. These trusts and chains provide advice, support, expertise and a strategic overview. They control their own admissions process and have more freedom than other schools to innovate.
- 1.4 A number of schools within Selby District may transfer to academy status from September 2016 and gain charitable status.
- 1.5 As part of a transformed Library Service, North Yorkshire County Council (NYCC) has resolved to hand over the running of some libraries to community groups who rely on volunteers to continue to serve the community. As a result of this change such libraries would gain charitable status.
- 1.6 Charitable status would mean that both of these types of organisation would be entitled to 80% mandatory Charitable Rate Relief and under the Council's existing Discretionary Rates Relief Policy would also be entitled to the 20% top-up relief.

## 2. The Report

### Academies

- 2.1 As a result of gaining charitable status, any school becoming an academy will directly affect business rates income. The table below sets out the associated costs if all schools in the district transferred to academies thereby becoming entitled to the charitable reliefs.

Table 1 – Costs to Selby District Council of Schools obtaining academy status

Schools	16/17 Liability		80% Mandatory Relief	Cost to SDC (40%)		20% Discretionary Relief	Cost to SDC (40%)
42	£870,605		£696,484	£278,594		£174,121	£69,648

- 2.2 As set out in table 1, should all Selby schools transfer to academy status the minimum cost to the Council would be £279k which is the Council's share of the mandatory relief. Under the Council's current Discretionary Rate Relief policy there would be a further cost of £70k. To minimise the financial impact

on the Council and local taxpayers, this report recommends removing academy entitlement to the discretionary element of relief.

### Community Libraries

- 2.3 NYCC has confirmed that Sherburn and Tadcaster Libraries will become Community Managed from April 2017. They will be fully reliant on volunteer staff and would otherwise face closure. The intention is that they will be set up as Charitable Incorporated organisations. The table below sets out the cost of this status change.

Table 2 – Costs to Selby District Council of the libraries qualifying for charitable relief

Community Libraries	16/17 Liability		80% Mandatory Relief	Cost to SDC		20% Discretionary Relief	Cost to SDC
2	£20,750		£16,600	£6,640		£4,150	£1,660

- 2.4 As set out in table 2, should 100% relief be applied the cost to the Council would be £8.3k at 16/17 levels. This includes the cost of £1.66k for discretionary top-up. To support the volunteer nature of these organisations and in light of the small financial impact, no changes are proposed to the Council's existing Discretionary Rate Relief Policy.

### 3. Legal Issues

- 3.1 The law governing the granting of Discretionary Rate Relief is found in Section 47 of the Local Government Finance Act 1988 and subsequent amending legislation and Section 69 of the Localism Act 2011. Under this legislation, the Council is able to define the qualifying criteria for Discretionary Reliefs but must take into account the interests of Council Tax payers in its determination.
- 3.2 Once a relief has been awarded, the Council must give one financial year's notice to a ratepayer that a relief is to be withdrawn.
- 3.3 As such if Discretionary Rate Relief were to be requested under the current policy it must be granted. The Council would be required to notify the ratepayer alongside the annual bill in March 2017 that the relief would be withdrawn from the end of March 2018.
- 3.5 If an application for relief has been received after the policy has been amended it is assessed under terms of the revised policy.
- 3.6 The Council is not required to undertake Public Consultation with regards to the changes outlined in this report.

#### **4. Financial Issues**

- 4.1 The financial implications are set out in section 2. Under the current rates retention scheme the award of both mandatory and discretionary rate reliefs are shared in the same way:

Table 3 – Current Business Rates Retention Shares

Government	Selby District Council	North Yorkshire County Council	North Yorkshire Fire & Rescue
50%	40%	9%	1%

- 4.2 Under 100% rates retention from 2019/20, the Government will no longer take a share but it is not yet known how much more of the cost of relief the council would bear.

#### **5. Impact Assessment**

- 5.1 Equality, diversity, and community impact screenings have been undertaken on the proposed changes. Academies provide educational services to young people. However, by becoming Academies they will benefit financially and although the proposed change is aimed at limiting that benefit they will still be in a greater financial position than as a local authority funded school.
- 5.2 The proposed change relating to Community Libraries is a positive move in order to support them and aid their long-term sustainability

#### **6. Conclusion**

- 6.1 Whilst both organisations are involved in the delivery of statutory services, there are significant difference in scale between professionally staffed Academies and volunteer dependant Community libraries.
- 6.2 The proposed change regarding Academies is to safeguard local business rates income and minimise the impact on local taxpayers.
- 6.3 However, by supporting Community Libraries Selby District Council is acting in the overall interests of Council tax payers.

#### **Contact Details**

Ralph Gill  
Lead Officer  
Benefits & Taxation  
rgill@selby.gcsx.gov.uk

# Selby District Council

## REPORT

Reference: E/16/8

Public



**To:** Executive  
**Date:** 12 July 2016  
**Status:** Non Key Decision  
**Report Published:** 4 July 2016  
**Author:** Keith Cadman Head of Commissioning, Contracts and Procurement  
**Executive Member:** Richard Musgrave  
**Lead Officer:** Keith Cadman Head of Commissioning, Contracts and Procurement

**Title:** Leisure Contract Annual Review April 2015 - March 2016

### Summary:

This is the sixth formal annual review of the Leisure Contract with Wigan Leisure and Culture trust (WLCT), covering the period April 2015 to March 2016 and is presented in a refreshed format. The year was also the first full year of operating the new Selby Leisure Centre that opened in March 2015 together with the rebranding of WLCT as inspiring healthy lifestyles.

### Recommendations:

- i. **To endorse the key findings of the report and in particular the performance of inspiring healthy lifestyles Trust to date.**

### Reasons for recommendation

To recognise the work inspiring healthy lifestyles has made in delivering the leisure services offer across the Selby District and deliver key aspects of the corporate plan.

## 1. Introduction and background

- 1.1 The year of this review (2015/2016) was the first full year of operation of Selby Leisure Centre and also saw significant investment in the facilities

at Tadcaster Leisure Centre as part of the refreshed and extended contract with inspiring healthy lifestyles. To reflect the refreshed contract and provide a broader review of the leisure service the annual report is presented in a re-designed format.

## **2. The Report**

- 2.1** The reporting year can be regarded as the first year of service stability since the fire at Abbey Leisure Centre in 2012 and should be regarded as a base year upon which further improvements can be made.
- 2.2** The performance section is the first full year of the new extended performance framework that has largely been designed to support Sport England reporting requirements and associated age grouping requirements. Whilst the age related reporting requirements are required by Sport England for Selby Leisure Centre only, they have been replicated for Tadcaster to provide a balanced picture.
- 2.3** When reviewing the performance measures it is important to understand the analysis by age and user groups is based on membership information provided and school age groups but does not reflect casual users of the facilities. In addition the investment by the Council in targeted outreach work has impacted on GP referral PI's due to targeting the same groupings.
- 2.4** The refreshed annual review format has been designed to provide a summary of the leisure facilities, activities and community based work as well as information about asset maintenance, health and safety and service performance. The content of the attached report at appendix A (inspiring healthy lifestyles annual review 2015/16) has been jointly developed by inspiring healthy lifestyles, SDC officers and the Executive member.
- 2.5** Key findings from the report include:
- Refurbishment of the first floor gym at Tadcaster.
  - Creation of a cycling studio at Tadcaster
  - Replacement of gym equipment at Tadcaster
  - Secured funding from Welcome to Yorkshire for Selby Park.
  - 21 Schools currently used the pool at Selby Leisure centre
  - Additional outreach work funded from external sources such as Macmillan, NYCC and NY Police Commissioner.

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

#### **Legal Issues**

3.1 None to report

#### **Financial Issues**

3.2 None to report

### **4. Conclusion**

4.1 Inspiring healthy lifestyles continue to secure external funding enabling a broader delivery of community sport and activities across the District for targeted groups and sports. Performance is generally good and it has been recognised that some outreach work is targeting the same customer groups thereby impacting on some PI delivery. In addition further work is required to review some targets going forward as part of the performance framework refinements undertaken during the year.

### **5. Background Documents**

None

Contact Officer:

Keith Cadman, Head of Commissioning, Contracts & Procurement  
Selby District Council  
kcadman@Selby.gov.uk

#### **Appendices:**

Appendix A. Selby Leisure Services Annual Review 2015-16



# Inspiring healthy lifestyles

Leisure services annual review

# Introduction

**This review covers the period April 2015 to March 2016 inclusive and will refer to WLCT as 'Inspiring healthy lifestyles', the new consumer brand for the partner.**

- The rebranding took place during the third quarter of the year, hence its use throughout. The year also saw the restructure of delivery services with Sports Development incorporated into the Wellbeing service, and this terminology is used in the report below.
- Inspiring healthy lifestyles works in partnership with Selby District Council (SDC) to deliver leisure facilities across the Selby district. Services include leisure centre management at the new Selby Leisure Centre (opened March 2015) and Tadcaster Leisure Centre, Selby Park and the development of sport and health interventions and outreach work through the Wellbeing team.
- September 2015 marked the sixth year that Inspiring healthy lifestyles has provided leisure services on behalf of SDC, with the contract having commenced in 2009. In March the contract extension was executed and 2015/16 marks the first full year of the extended 15 year contract.
- As at end of quarter two there are 45 employees (26 full time, 19 part time) with an additional 19 staff working casual hours. This represents an increase equating to 17 full time employees from 2014/15 (a 60% increase).



# Exec Summary

**This paper considers the performance and key highlights during what was a landmark 2015/16.**

- The opening of the new Selby Leisure Centre was a catalyst which helped broaden the leisure offer and also had a positive impact upon the local economy, for example through the creation of new job opportunities. This paper also considers the delivery at Tadcaster Leisure Centre, where membership numbers have increased over the last twelve months by 18% from 707 to 838, the gym has been refurbished and a new multi-purpose space has been created. The immediate impact of this has been a 15% increase in the number of visits to the Tadcaster site from 49,478 visits to 56,908 visits compared to the corresponding period in 2014/15. The paper also outlines the broad range of targeted interventions delivered by the Wellbeing team, summarising the key projects and outcomes.



- Performance is fully detailed below, however the headline points can be summarised here. Within the year over 372,000 visits had been recorded across both leisure centre sites whilst the number of Lifestyle members as a percentage of the District's population stood at 16.7%, representing a significant increase both in terms of the previous reporting year (14.2%), and over the course of the year.

**The table below illustrates how our performance measures align to both the Inspiring healthy lifestyles strategic objectives and the SDC Corporate Plan:-**

SDC Corporate Plan	Inspiring healthy lifestyles Strategic Objectives	Measures
Making Selby District a Great Place to Do Business	We promise to make a difference to education and skills We promise to make a difference to the environment	Provision of volunteer, apprenticeship and work placement opportunities Support in development of Selby Leisure Village site
Making Selby District a Great Place to Enjoy Life	We promise to make a difference to health	Number of participants (leisure centres and outreach) Increased participation rates Number of leisure centre members Number of participants on targeted programmes (GP referral, adult weight management, Macmillan Active After Cancer, healthy active children, Pitchup and Play, development of community sports clubs and Back to Sport opportunities)
Making Selby District a Great Place to Make a Difference	Making Selby District a Great Place to Make a Difference We promise to make a difference to education and skills	We promise to make a difference to the environment Customer satisfaction surveys Partnership working and engagement with CEFs and local community network groups to maximise / support leverage to wider funding opportunities Quest assessment at Tadcaster Extension of learnings from ISO14001 accreditation

# Facility summaries

## Leisure Centres - Selby

Selby Leisure Centre brings a wide range of new leisure and recreation opportunities. In addition to regular exercise and activity classes new offers include virtual fitness sessions, 3 personal trainers, GRIT high intensity workouts, new fitness classes such as fat burner and Ab Blast and Swimtag swimming technology to support customers to track their progress and illustrate the benefits of being active.



Alongside these sessions the Wellbeing team have developed and delivered a range of activities from the site including low intensity fitness, gymnastics, dance, chair-based exercise, new age curling, touch rugby league, table tennis and multi-sports. These are particularly targeted young children, older adults and people with a disability.

Selby Leisure Centre is a registered Changing Places facility, one of only two in the town, which is suitable and accessible to people with profound and multiple learning and physical disabilities.

Alongside the indoor leisure offer at Selby, the site's all weather pitch is used for Bootcamp fitness sessions, walking football, five-a-side football and touch rugby league. The site is also used as the home base for Selby Hockey Club and by four junior football teams.

Selby Leisure Centre is also used as a home venue for many other local community sports clubs including Selby Tiger Sharks (swimming), Selby Aquanauts and Selby Sub Aqua Club (sub aqua). The Friday night football Pitchup and Play sessions were moved from Selby High School back to Selby Leisure Centre. New clubs using the site include Shotokan Karate Club and Yorkshire Vikings Triathlon Club.

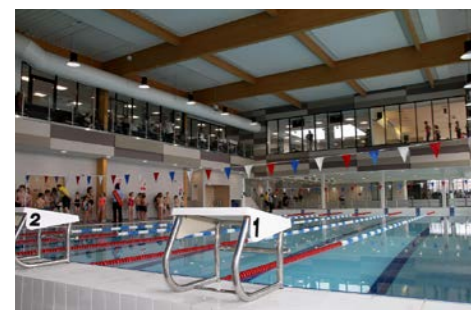
There was one unscheduled 24 hour closure at the pool at Selby Leisure Centre in August in line with Pool Water Treatment Advisory Group guidelines following a faecal incident and a further scheduled 4 hour 30 minutes closure at Selby Leisure Centre in February to allow the power supply for the Summit leisure village to be installed. Prior to September 2015 both sites would be closed for several hours for the weekly mandatory staff training sessions, in line with the operating procedures across Inspiring healthy lifestyles. However from September revised training procedures were introduced to enable partial opening of both facilities, thereby improving public availability.

In January Selby Leisure Centre was able to offer pool space to Tadcaster Swim Squad and Tadcaster T3 Triathlon Club as Tadcaster Pool was closed due to the flood damage experienced in the area that winter.



21 schools currently use the Selby site for their structured school swimming lessons whilst three schools also use the site to support PE sessions, an increase on the 19 schools which accessed the site during the final full year of Abbey Leisure Centre's operation. The site also hosted one inter-school swimming gala and various school sport festivals. Selby Leisure Centre also hosts visits by school groups based upon five thematic areas: Sport & Fitness, Health, Mathematics, Science and Career Opportunities.

In addition the site complements the Healthy Active Schools programme by hosting our bespoke Activation Days; leisure centre-based activity taster sessions for primary school groups. The Wellbeing team also hosted a food revolution day to promote healthy eating in schools.



## Leisure Centres - Tadcaster

New gym equipment was installed in Tadcaster Leisure Centre following the closure of Selby Profiles whilst the newly refurbished first floor gym was opened at the end of 2014/15 alongside the indoor cycling studio.

New fitness classes have been introduced including fitness testing, Body Pump, Body Combat, GRIT, Sh'bam, Les Mills RPM high intensity fitness and Body Attack. The personal training offer has been increasingly promoted with 21 members currently enrolled onto these packages. A new junior badminton session has also been introduced and has seen participant numbers increase over the year. Other activities delivered from the site include gymnastics, taekwondo, indoor football, table tennis, basketball, wheelchair sports, boccia, goalball and pickleball.

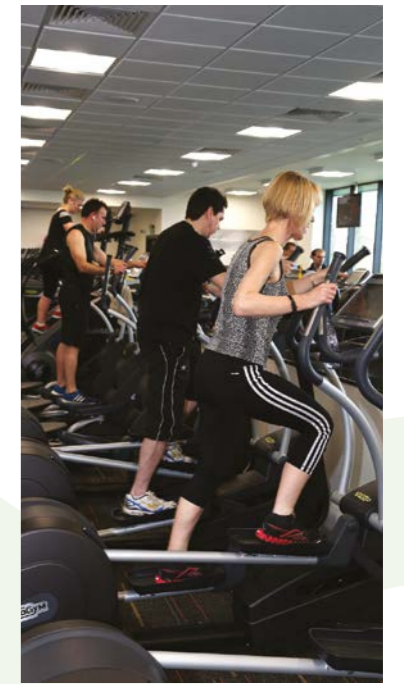
Pilates, badminton and Bodytone sessions proved particularly popular over the year, recording an increased number of visits compared to the previous year.

The centre hosted Friday night football sessions delivered in partnership with Wellbeing team and York City FC Community team. The centre is also used as a meeting base for Tadcaster Harriers running club and hosts its own gymnastics, taekwondo and junior badminton clubs.

In December Tadcaster hosted an inter-school multi sports festival attended by Tadcaster Grammar School and other schools from outside the district.

Both Selby and Tadcaster Leisure Centres offer Year 10 student placements to schools in both North Yorkshire and East Riding catchment areas.

Selby and Tadcaster Leisure Centres host weekly sessions for Selby High School and Tadcaster Grammar School respectively, and run four junior gym sessions per week, which has resulted in an increase in sales of Profiles Freestyle memberships.



## Selby Park

The Wellbeing team have continued to deliver activities from the Selby Park site. Funding from Welcome to Yorkshire and Sport England has been secured to deliver a 6 month Community Bike Hub pilot project, one of four being delivered across the county and working in partnership with SDC, Central CEF and the Cycle Legacy working group. Building on the legacy of the Tour de Yorkshire this pilot will create a family-friendly social cycle hub with links to the nearby National Cycle Routes and the local transport networks. The project commences in March 2016 and will also seek to provide bicycle maintenance, cycle storage hubs (funded by Central CEF) and cycling proficiency training from the park site.



## Football Pitches – Portholme Road / Denison Road

Throughout the year 4 local teams playing in the York and District football league used the pitches as home venues. Selby pitches were also used by additional teams from outside the district following the flood which affected the area in January.

## Marketplace and Amphitheatre

The Wellbeing team have supported groups and events using these sites including the Selby Food Festival, Selby Craft Fair, the starts of the Tour de Yorkshire and Selby 3 Swans Sportive, the Macmillan Cancer awareness information bus, charity awareness days for Dementia and a beach party for the Children's Heart Surgery Fund.

# Wellbeing Services

## Key Commissioned projects for Selby District

### Move It and Lose It

The Move It and Lose It (MILI) adult weight management programme offers adults with a BMI at or greater than 25 to access 12 weeks of Slimming World and exercise classes delivered from Selby or Tadcaster Leisure Centre or the community venue in Sherburn. The programme is funded by North Yorkshire Public Health. MILI has engaged with 1,093 participants, of whom 855 have finished the 12 week course by the end of year 1. Of these 855 finishers, 577 (67%) achieved the completion target set by North Yorkshire Public Health, with 422 (73%) losing 3% of their starting weight in 12 weeks and 332 (58%) retaining a 5% loss of their starting weight at 24 weeks. Over 700 stone (4,445kg) has been lost by participants taking part in the scheme.



### GP Referral Programme

The GP Referral Programme continued to run although performance fell below target for the year. This was due to the success of the adult weight management programme as participants who would otherwise have registered on the referral scheme were instead signposted onto the MILI programme. However conversion rates of 37% were ahead of target and the programme has recruited a dedicated officer to oversee delivery for 2016/17.



### Healthy Active Schools

Funded by SDC's Programme for Growth, the Healthy Active Schools programme has engaged with 1,251 pupils from 23 schools across the academic year. The project, offered to all 43 primary schools in the District, aims to develop healthy lifestyles and habits through the school environment, tailored to the appropriate learning style of the children involved. 86% of participants improved their fitness level during the project period, measured by a physical activity test at the start and end of the project. Additionally the team have delivered After School Clubs (31 delivered and 571 attendances) and Active Holiday Programmes (1,100 participants) using the leisure centre sites.



## Key Additional Projects

### Macmillan Active After Cancer

This project is delivered by a specialist activity instructor from the Selby and Tadcaster sites providing individually-tailored activity sessions and group exercise including walking football sessions supporting participants recovering from cancer. 66 people accessed the project in 2015/16.



### Falls Prevention

The Falls Prevention programme is funded by North Yorkshire County Council Innovation Fund and ran from August 2014 to August 2015. Delivered in partnership with Selby District AVS and SDC Access Team the project worked with community networks (vulnerable women and visually impaired), care homes, Horton Housing and local community cafes. The programme delivered a series of low intensity or chair based exercise classes, aimed at reducing people's risk of falling and increasing confidence and independence. 96 participants accessed the programme.

### Active Workplaces / Active Workplace Challenges

Following consultation the Wellbeing team worked with SDC to deliver a lunchtime activity session at Selby Leisure Centre for Council staff, including spin classes, ballroom dance and five-a-side football. The team also delivered a Pedometer Challenge, in which 42 teams (167 participants) from across the Council took part.



### Pitchup and Play

The Friday night football session, funded for 2015/16 by North Yorkshire Police Commissioner's Innovation Fund, relocated to Selby Leisure Centre, with 833 attendances being recorded in the year. The Wellbeing team undertook consultation with participants and based upon the feedback received were able to offer eleven work placement opportunities for participants across a range of projects. The consultation was also used to inform the development of other new activities over the year.



# Community outreach events delivery and partnerships

- The Wellbeing team continues to support a range of events through the community sport programme, including the successful delivery of the event village (inclusive of climbing wall and pop-up sports) at the fourth 3 Swans Sportive.
- As part of the Tour de Yorkshire we were able to host the Tour trophy at Selby Leisure Centre a week before the start event in Selby.
- The Wellbeing team organised and led the Community Bike Ride in which 55 participants cycled part of the Tour de Yorkshire route.
- Selby Vintage Car Rally was organised and delivered by the Wellbeing team in conjunction with Selby Town Council and the Selby Family Funday.
- The Wellbeing team sponsored two partnership events in 2015/16, presenting the Sports Personality of the Year award at Selby College Sports Awards and sponsoring the Selby District Women's Rugby League final.
- The team delivered wheelchair basketball sessions at Selby Community Fair (Barlby High School) and girls' football sessions at Sherburn High School.



- Across the year the team have offered a range of placement opportunities for students at secondary schools and colleges using the leisure centre facilities and volunteering opportunities for National Citizen Service and Duke of Edinburgh participants. The team also offered an apprenticeship post supporting delivery across a range of programmes and took part in the first year of the Dame Kelly Holmes Trust Get On Track programme in partnership with North Yorkshire Sport and North Yorkshire Youth.
- The team engages with numerous community and strategic partner networks across the District and County; all District CEFs, Selby Consortium Group; Selby Local Area Partnership – Neighbourhood group through Community Police Team; Cycle Legacy Group chaired by SDC; Selby Sportive Cycle group; North Yorkshire Sport CSP Disability Group; Selby Big Local Community Board; Selby Learning Disability Partnership Board; Selby Dementia working group and Cycle Yorkshire Board.



# Asset management

- Selby Leisure Centre has been within its 12 months defects period, during which close monitoring of the building has been undertaken to raise issues to Wates Construction for their action. An end of defects liability period inspection took place in March which captured all outstanding defects pertinent to the construction contract. The end of defect schedule will be monitored through to completion, at which point retention monies will be released by SDC to Wates Construction.
- Inspiring healthy lifestyles have funded minor works at Selby Leisure Centre including further protection to walls within the gym to mitigate risk of damage from fitness equipment being pushed against the walls, and have also installed blinds within the first floor studio to improve the effect of the virtual fitness.
- A comprehensive programme of pre-planned maintenance is in place across Selby and Tadcaster Leisure Centres covering the servicing and statutory inspection requirements. This also extends to Selby Park.
- Planned maintenance works at Tadcaster Leisure Centre have focused on works to improve the lighting to the sports hall, repairs to the boiler and gas valve, improvement to the fire alarm system and repairs to the sports hall AmbiRad heating.
- Landlord works have been focused on addressing the structural cracks within Tadcaster Leisure Centre. Surveys have been completed and the cause is suspected to be the impact of tree roots within close proximity to the building. The tree has been removed and further monitoring of the cracks will take place before undertaking remedial works.
- In addition planned maintenance works funded by SDC have been carried out at Selby Park to repair and redecorate the cladding at the Pavilion which were completed in March.



# Health & Safety

- An internal Health and Safety audit is to be undertaken at Selby Leisure Centre in June. This is a follow up from the last main audit in which the site achieved a positive result of 97%. An internal audit was undertaken at Tadcaster Leisure Centre and identified a number of areas for improvement. These included the effective displaying of information and procedures for staff and the completion of necessary paperwork. A further audit will be undertaken in 2016/17 to ensure these recommendations have been implemented. All leisure centre and outreach staff receive the necessary health and safety training and procedures relevant to their job roles and requirements.

- Staff undertook Normal Operating Procedures / Emergency Action Plan and additional working procedures training in February.

- A noise survey has been undertaken at Selby Leisure Centre which demonstrated that this is a low risk area and staff are not deemed to be at risk of noise-induced ill health. There are some exits at Selby Leisure Centre requiring exit ramps and this is being addressed as part of the Fire Risk Assessment.



- A Permit To Work system is in place for the management of contractors and visitors.

- Control of Hazardous Substances is well managed and the plant and storage rooms are clean and orderly. Staff are issued with appropriate Personal Protective Equipment where needed and these items are well maintained and stored correctly. Buildings are regularly inspected and cleaned and the Emergency Action Plan is very comprehensive and has been tested at the new leisure centre since opening.



# Performance Summary

- The extended contract has a new suite of performance measures designed to measure utilisation (footfall), accessibility (target groups), satisfaction and financial performance. The performance measures also provide the basis of reporting to Sport England, Programme for Growth and external funders to provide a single view of the truth for all reporting.

- Whilst the performance measures and targets were agreed as part of the contract negotiations there has been dialogue to clarify how the captured data is to be recorded against individual measures. For example school bookings and junior non-member casual swimming were not included in quarter one against age ranges and have subsequently been allocated based on the age range for individual school bookings to give a more accurate picture.

- Owing to the planning and preparation for the opening of the Summit leisure village, and recognising that this was the first year of the Selby Leisure Centre operations, Quest assessments were not undertaken in 2015/16 (CILE3007 / 3008) however these will be undertaken in 2016/17.

- In addition to the performance measures related to the leisure contract, this section also includes the indicators linked to the projects delivered by the Wellbeing team and funded externally (section 5). These indicators are not included in the totals in the table above.



Number of PIs	%	%	%
	●	▲	◆
41	56% (23)	17% (7)	27% (11)



# Headline Indicators

The indicators below have been identified as headline indicators based upon their importance to the business and their longer-term impact upon SDC's and Inspiring healthy lifestyles' priorities for the district's health, wellbeing and lifestyles.

- Overall visits to leisure centres – 372,427 (target – 390,000 – rating – amber). This is a combined total for both centres. Visits to Tadcaster show a 15% increase on performance for 2014/15 however visits to Selby haven't reached the year one target, despite demonstrating a 19.5% increase compared with the last year of Abbey Leisure Centre operations.

- Percentage of GP referrals completing 12 week course – 99% (target – 50% - rating – green). This includes the final tranche of members from 2014/15 who completed the course in 2015/16.

- Percentage of GP conversions to full membership – 37% (target – 22% - rating – green). This indicator is significantly above target.

- Number of Lifestyle members as a percentage of population – 16.7% (target – 10% - rating – green). This represents a significant increase both in terms of the previous reporting year (14.2%), and over the course of the year.

- Percentage overall user satisfaction 73.9% – (target – 80% - rating – amber). The satisfaction survey indicator is across both sites. Significant areas which recorded lowest levels of satisfaction were value for money of catering and vending, quality of other equipment and displaying of prices.

- Percentage of active members participating in one or more sessions per week – 50.6% (target – 48.2% - rating – green). This is a combined total for both centres, with 4.16% of active members participating in three or more sessions per week. This compares with 36.1% of Selby district residents achieving 1x30 moderate intensity activity per week from the latest Active People Survey results.

- Number of GP referrals – 261 (target – 300 – rating – red). Performance fell below target as potential participants were instead signposted to targeted interventions including MILI and Active After Cancer. A dedicated officer role will lead on this project in 2016/17.



PI Ref	Indicator	Reporting Frequency	2015/16	Target	Variance /RAG	Target 2016/17
<b>1. UTILISATION (scale and nature of usage)</b>						
CILE1001	Visits to Leisure centres per 1000 population (83,449)	Quarterly / Annual	4462.92	4704.46		5006.03
CILE1002	Visits to Selby Leisure Centre	Quarterly / Annual	315,519	360,000		400,000
CILE1003	Visits to Tadcaster Leisure Centre	Quarterly / Annual	56,908	30,000		30,000
CILE1004	Number of lifestyle members as % of population	Quarterly / Annual	16.7%	10.0%		11.0%
CILE1005	% of active members participating in 3 or more sessions per week	Quarterly / Annual	4.16%	4.0%		4.0%
CILE1006	% of active members participating in 1 or more sessions per week (TADCASTER)	Quarterly / Annual	47.3%	46.5%		47.5%
CILE1007	% of active members participating in 1 or more sessions per week (SELBY)	Quarterly / Annual	53.8%	50%		51.0%

<b>2. ACCESS (use of facilities / service by user group)</b>						
CILE2001	Number of GP Referrals	Quarterly / Annual	261	300		300
CILE2002	Percentage of GP Referrals finishing 12 week course	Quarterly / Annual	99%	50%		52.0%
CILE2003	% of GP referral conversions to full membership	Quarterly / Annual	37%	22%		23.0%
CILE2004	Number of visits from 0 – 10yr olds Tadcaster	Quarterly / Annual	287	600		600
CILE2005	Number of visits from 0 – 10yr olds Selby	Quarterly / Annual	65,912	67,116		78,960
CILE2006	Number of visits from 0 – 16yr olds Tadcaster	Quarterly / Annual	2,059	1800		1,800
CILE2007	Number of visits from 0 – 16yr olds Selby	Quarterly / Annual	93,584	79,990		94,000
CILE2008	Number of visits from 14 – 25yr olds Tadcaster	Quarterly / Annual	9,425	6750		6,750
CILE2009	Number of visits from 14 – 25yr olds Selby	Quarterly / Annual	48,867	42,000		44,500
CILE2010	Number of individual users 14 - 25yr olds Tadcaster	Quarterly / Annual	531	Info Only		
CILE2011	Number of individual users 14 - 25yr olds Selby	Quarterly / Annual	1,869	1,680		1,870
CILE2012	Number of visits age 26yrs and older Tadcaster	Quarterly / Annual	46,834	21,900		21,900
CILE2013	Number of visits age 26yrs and older Selby	Quarterly / Annual	164,904	170,000		182,000
CILE2014	Number of individual users 26yrs and over Tadcaster	Quarterly / Annual	1,762	Info Only		
CILE2015	Number of individual users 26yrs and over Selby	Quarterly / Annual	5,332	3,765		3,975
CILE2016	% of active members participating in 1 or more sessions per week by age group 0 - 10 yr olds	Quarterly / Annual	76.0%	Info Only		

PI Ref	Indicator	Reporting Frequency	2015/16	Target	Variance /RAG	Target 2016/17
<b>2. ACCESS (use of facilities / service by user group) CONT</b>						
CILE2017	% of active members participating in 1 or more sessions per week by age group 0 - 16 yr olds	Quarterly / Annual	66.0%	Info Only		
CILE2018	% of active members participating in 1 or more sessions per week by age group 14 - 25 yr olds	Quarterly / Annual	42.7%	45%		46.0%
CILE2019	% of active members participating in 1 or more sessions per week aged 26yrs or older	Quarterly / Annual	49.2%	Info Only		
CILE2020	% of visits to Tadcaster 0 - 10yr olds	Quarterly / Annual	0.50%	2%		2%
CILE2021	% of visits to Selby 0 - 10yr olds	Quarterly / Annual	20.8%	24%		26%
CILE2022	% of visits to Tadcaster 0 - 16yr olds	Quarterly / Annual	3.6%	6%		6%
CILE2023	% of visits to Selby 0 - 16yr olds	Quarterly / Annual	29.6%	29%		31%
CILE2024	% of visits to Tadcaster 14 - 25yr olds	Quarterly / Annual	16.5%	19%		19%
CILE2025	% of visits to Selby 14 - 25yr olds	Quarterly / Annual	15.4%	15%		15%
CILE2026	% of visits to Tadcaster age 26 and above	Quarterly / Annual	82.3%	75%		75%
CILE2027	% of visits to Selby age 26 and above	Quarterly / Annual	52.2%	61%		60%
CILE2028	Gender Ratio (% male/female utilisation)	Quarterly / Annual	44 / 56	47.8 / 52.2		47.8 / 52.2
CILE2029	Number of disabled participants	Quarterly / Annual	140	200		225
CILE2030	Visits to activities from disabled participants	Quarterly / Annual	1,464	5,000		6,000
CILE2031	Number of swimming lesson participants	Quarterly / Annual	1,222	700		900
CILE2032	Number of Gym Members	Quarterly / Annual	4,264	2,600		2,700

PI Ref	Indicator	Reporting Frequency	2015/16	Target	Variance /RAG	Target 2016/17
<b>3. SATISFACTION (service effectiveness)</b>						
CILE3001	Number of reportable accidents per 1000 visits Tadcaster	Quarterly / Annual	0.17	Info Only		Info Only
CILE3002	Number of reportable accidents per 1000 visits Selby	Quarterly / Annual	0.29	Info Only		Info Only
CILE3003	Number of complaints received per 1000 visits Tadcaster	Quarterly / Annual	0.31	0.5		0.5
CILE3004	Number of complaints received per 1000 visits Selby	Quarterly / Annual	0.27	0.5		0.5
CILE3005	% of customer complaints responded to within timescale	Quarterly / Annual	100%	95%		95%
CILE3006	% Overall user satisfaction	Annual	73.9%	80%		81%
CILE3007	Quest Assessment Score - Tadcaster	Annual				
CILE3008	Quest Assessment Score - Selby	Annual				Good
CILE3009	APSE performance score - Value for money	Annual	72.4%	75%		76%
CILE3010	APSE performance score - facility presentation	Annual	73.6%	84%		84%
CILE3011	APSE performance score - staff & information	Annual	75.6%	75%		76%



PI Ref	Indicator	Reporting Frequency	2015/16	Target	Variance /RAG	Target 2016/17
<b>4. FINANCIAL (service effectiveness)</b>						
CI_LE_4001	Cost per visit (£) - Tadcaster	Quarterly / Annual				
CI_LE_4002	Cost per visit (£) - Selby	Quarterly / Annual				
CI_LE_4003	Cost per resident (£) - Tadcaster	Quarterly / Annual				
CI_LE_4004	Cost per resident (£) - Selby	Quarterly / Annual				
CI_LE_4005	Cost per M2 (£) - Tadcaster	Quarterly / Annual				
CI_LE_4006	Cost per M2 (£) - Selby	Quarterly / Annual				
CI_LE_4007	Income per Visit (£) - Tadcaster	Quarterly / Annual				
CI_LE_4008	Income per Visit (£) - Selby	Quarterly / Annual				
CI_LE_4009	External funding bids (£)	Quarterly / Annual			DATA ONLY	
CI_LE_4010	External funding secured (£)	Quarterly / Annual			DATA ONLY	

PI Ref	Indicator	Reporting Frequency	2015/16	Target	Variance /RAG	Target 2016/17
<b>5. WELLBEING PROGRAMMES (outreach delivery)</b>						
GI_FF_0001	(Friday Football) Number of participants	Annual	212	200		0
GI_AC_0001	(Macmillan) number of people accessing programme	Annual	61	200		200
GI_AC_0002	(Macmillan) Number of volunteers	Annual	0	0		6
GI_AC_0003	(Macmillan) Number of new programmes	Annual	2	2		2
GI_AS_0001	(Active Schools) Number of children supported	Quarterly / Annual	1251	1200		1200
GI_AS_0002	(Active Schools) % of children improving fitness levels by the end of course	Quarterly / Annual	1077	876		876
GI_AS_0003	(Active Schools) Number of after school clubs established	Quarterly / Annual	31	16		16
GI_AS_0004	(Active Schools) Number of children attending after school clubs	Quarterly / Annual	571	160		160
GI_AS_0005	(Active Schools) Number of holiday schemes established	Quarterly / Annual	10	4		4
GI_AS_0006	(Active Schools) Number of children attending holiday schemes	Quarterly / Annual	210	128		128
GI_AS_0007	(Active Schools) Increased number of school bookings at SLC TLC	Quarterly / Annual	10	8		8
GI_HL_0001	(MILI) Individuals completing programme (2 sessions)	Quarterly / Annual	577	532		870
GI_HL_0002	(MILI) Individuals completing programme and achieving 3% weight loss	Quarterly / Annual	422	319		521
GI_HL_0003	(MILI) Individuals completing programme and achieving 5% weight loss after 6months	Quarterly / Annual	322	96		156
GI_HL_0004	(MILI) Number of new clients accessing the programme	Quarterly / Annual	1093	750		1200
GI_HL_0005	(MILI) Number of self referrals	Quarterly / Annual	932	DATA ONLY		DATA ONLY
GI_HL_0006	(MILI) Number of GP referrals	Quarterly / Annual	155	DATA ONLY		DATA ONLY
GI_HL_0007	(MILI) Number of hospital trust referrals	Quarterly / Annual	0	DATA ONLY		DATA ONLY
GI_HL_0008	(MILI) Number of social care referrals	Quarterly / Annual	0	DATA ONLY		DATA ONLY
GI_HL_0009	(MILI) Number of other health care referrals	Quarterly / Annual	4	DATA ONLY		DATA ONLY

PI Ref	Indicator	Reporting Frequency	2015/16	Target	Variance /RAG	Target 2016/17
<b>5. WELLBEING PROGRAMMES (outreach delivery) CONT</b>						
GI_HL_00010	(Friday Football) Number of participants	Quarterly / Annual	1094	DATA ONLY		DATA ONLY
GI_HL_00011	(Macmillan) number of people accessing programme	Quarterly / Annual	303	DATA ONLY		DATA ONLY
GI_HL_00012	(Macmillan) Number of volunteers	Quarterly / Annual	610	DATA ONLY		DATA ONLY
GI_HL_00013	(Macmillan) Number of new programmes	Quarterly / Annual	174	DATA ONLY		DATA ONLY
GI_HL_00014	(Active Schools) Number of children supported	Quarterly / Annual	155	DATA ONLY		DATA ONLY
GI_HL_00015	(Active Schools) % of children improving fitness levels by the end of course	Quarterly / Annual	291	DATA ONLY		DATA ONLY
GI_HL_00016	(Active Schools) Number of after school clubs established	Quarterly / Annual	490	DATA ONLY		DATA ONLY
GI_HL_00017	(Active Schools) Number of children attending after school clubs	Quarterly / Annual	312	DATA ONLY		DATA ONLY
GI_HL_00018	(Active Schools) Number of holiday schemes established	Quarterly / Annual	0	DATA ONLY		DATA ONLY
GI_HL_00019	(Active Schools) Number of children attending holiday schemes	Quarterly / Annual	0	DATA ONLY		DATA ONLY



# Selby District Council

## REPORT

Reference: E/16/9

Public



**To:** Executive  
**Date:** 12 July 2016  
**Status:** Non-Key Decision  
**Report Published:** 4 July 2016  
**Author:** James Cokeham, Head of Strategic Planning, Policy & Economic Development  
**Executive Member:** Cllr Chris Metcalfe (Lead member for Communities & Economic Development)  
**Lead Officer:** Dave Caulfield, Director of Economic Regeneration & Place

**Title:** Selby District Economic Development Strategy 2016-2020 and beyond...

### Summary:

Following an inclusive development process that has included extensive consultation with the Executive, Officers and key partners, a 'Final Consultation Draft' of the 'Selby District Economic Development Strategy 2016-2020 and beyond...' has been produced.

Approval is now sought to publically consult on the document, and its supporting Action Plan, Appendices and Evidence Base, with the District's partners, businesses and communities.

### Recommendations:

- i. That the 'Final Consultation Draft' of the Selby District Economic Development Strategy is approved for public consultation.

### Reasons for recommendation

The Executive is asked to agree this recommendation to enable input into the Council's Economic Development Strategy from partners, the District's businesses and the broader community.

## **1. Introduction and background**

- 1.1 Building upon the exciting growth ambitions to make Selby District ‘a great place’ set out in the Corporate Plan 2015-20, it was agreed to allocate funding from the Council’s ‘Programme for Growth’ to facilitate the development of an Economic Development Strategy for Selby District in June 2015.
- 1.2 Development of the Strategy was founded upon the collation of a broad evidence base, which explored the District’s economy in detail.
- 1.3 The evidence base was presented to the Executive in November 2015, and was consulted upon internally with officers and externally with key delivery partners to ensure an accurate and comprehensive economic baseline had been formulated. This included North Yorkshire County Council, York, North Yorkshire & East Riding Local Enterprise Partnership (LEP), Leeds City Region LEP and Selby College.
- 1.4 Building upon this work, a ‘First Draft’ Economic Development Strategy was produced that began to set out a vision for the delivery of economic growth in Selby District. This was consulted upon internally with officers and externally, on a face-to-face basis with key partners (listed above), to ensure a collaborative document was produced that would also meet the complimentary strategic objectives of the broader economic sub-region.
- 1.5 A ‘Second Draft’ Economic Development Strategy was then created, that was presented to the Executive for comment on 19th May 2016. Feedback received has been integrated within this ‘Final Consultation Draft’, which has been developed in close consultation with the Lead member for Communities & Economic Development.

## **2. The Report**

- 2.1 The ‘Selby District Economic Development Strategy 2016-2020 and beyond...’ (see Appendix A) sets out the economic ambitions for Selby District until 2020. These are built around three key priorities:
  - Making Selby District a great place...for enterprise and business growth;
  - Making Selby District a great place...to live and work; and
  - Making Selby District a great place...to achieve your potential.
- 2.2 A concise set of focussed objectives underpin each priority. A supporting Action Plan (see Appendix B) then provides the practical framework through which they will be implemented.
- 2.3 Approval is now sought to circulate the ‘Final Consultation Draft’ of the ‘Selby District Economic Development Strategy 2016-2020 and beyond...’ to the Council’s partners, the District’s business and the broader community through a public consultation exercise.

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

#### **Legal Issues**

- 3.1 Public consultation will follow best practice guidelines.

#### **Financial Issues**

- 3.2 Delivery of the strategy will require a level of investment from the Council.

The Programme for Growth is the principal funding source for such initiatives and proposals for projects and staff resources are being formulated in light of this Strategy, and as the next round of the programme is considered alongside the budget process for 2017/18 onwards.

Any proposed investments will be subject to business case approval through the Executive and opportunities to 'lever in' additional funding to support the strategy through working with partners (including the LEPs) will be sought where possible.

#### **Impact Assessment**

- 3.3 Eventual adoption of the Strategy may have a significant impact upon the District's employers and workforce, harnessing new investment, building closer relationships with our businesses, invigorating our town centres and providing new growth-sector-focussed training opportunities for residents.

### **4. Conclusion**

- 4.1 Following an inclusive development process, approval is sought to publically consult on the 'Selby District Economic Development Strategy 2016-2020 and beyond...', and its supporting Action Plan, appendices and evidence base, with the District's partners, businesses and communities.

#### **Contact Officer:**

James Cokeham  
Head of Strategic Planning, Policy & Economic Development  
Selby District Council  
Jcokeham@Selby.gov.uk

#### **Appendices:**

Appendix A: Selby District Economic Development Strategy: 2016-2020 and beyond... [Final Consultation Draft-June 2016]

Appendix B: Selby District Economic Development Strategy: Action Plan 2016-2020 and beyond... [Final Consultation Draft-June 2016]

**Selby District  
Economic Development Strategy  
2016-2020 and beyond  
[Final Consultation Draft  
– June 2016]**

DRAFT



<b>Contents</b>	<b>Page</b>
Foreword	<b>3</b>
Vision	<b>5</b>
<b>1</b> Introduction	<b>6</b>
<b>2</b> Understanding the Selby District Economy	<b>8</b>
<b>3</b> Strategic Overview – Relevant Strategies, Plans and Policies	<b>17</b>
<b>4</b> Strategic Framework	<b>18</b>
Strategic Priority 1	<b>21</b>
Strategic Priority 2	<b>23</b>
Strategic Priority 3	<b>25</b>
<b>5</b> Partnership Working	<b>27</b>
<b>6</b> Delivery, Resources and Monitoring	<b>28</b>
<b>7</b> Conclusion	<b>31</b>
<b>8</b> Glossary of Terms	<b>32</b>

<b>List of Figures</b>	<b>Page</b>
<b>Figure 1</b> Selby District and the Northern Powerhouse	<b>7</b>
<b>Figure 2</b> An Economic Overview of Selby District	<b>8</b>
<b>Figure 3</b> Selby District Functional Economic Areas	<b>11</b>
<b>Figure 4</b> Sector Contribution to Output and Total Employment, 2016	<b>12</b>
<b>Figure 5</b> Priority Growth Sectors	<b>14</b>
<b>Figure 6</b> Indicative Growth Zones	<b>15</b>
<b>Figure 7</b> Strategic Overview	<b>17</b>
<b>Figure 8</b> Strategic Framework	<b>19</b>
<b>Figure 9</b> Indicative Partner Organisations	<b>27</b>
<b>Figure 10</b> Performance Scorecard of Key Performance Indicators	<b>29</b>

## Appendices

- 1 Strategic Overview**
- 2 Understanding the Selby District Economy**
- 3 Indicative Key Delivery Partners**
- 4 Potential Sources of Funding**
- 5 Glossary of Terms**

## Annexes

- A Selby Economic Development Strategy Action Plan 2016-2020**
- B Selby District Economic Profile (November 2015)**
- C Policy Analysis (February 2016)**
- D Selby District Functional Economic Area Profiles (November 2015)**
- E Selby District Key Employment Sites (November 2015)**
- F Selby District Key Companies Profile (November 2015)**
- G Selby District Business Support Briefing Paper (November 2015)**

## Foreword

[to be added]

DRAFT



Saxton village

## Our Vision

**To develop our economy and connect sustainable economic growth across Yorkshire, creating opportunities and improving prospects for all of Selby District's residents and businesses**

This document and its accompanying action plan set out the economic ambitions for Selby District until 2020 and beyond. It introduces a new framework for the delivery of economic development within the District, working in partnership with key stakeholders. Our Strategy will be dynamic, evolving as required to support the vision outlined in our Core Strategy and Corporate Plan, and reflect the strategic aims of both our Local Enterprise Partnerships.

### Key objectives we aim to achieve for the Selby District economy

- Seek to develop the necessary physical infrastructure to unlock growth
- Attract new business investment to create employment opportunities in priority sectors
- Engage with indigenous businesses to support business growth and resilience
- Develop a long-term programme of market town regeneration and rural diversification to boost the visitor, leisure and night-time economy
- Align housing requirements to economic ambitions to create sustainable communities
- Protect and promote Green Infrastructure
- Understand the ongoing impacts of climate change and sustainable development to foster business resilience and assurance
- Increase apprenticeship and vocational training opportunities to meet current and future workforce development needs
- Support unemployed adults to gain suitable skills and achieve sustainable work
- Identify and seek to address existing health and transport barriers to learning and employment.



**Sherburn Enterprise Park**

## I.0 Introduction

### I.1 Purpose

- I.1.1 Selby District occupies an advantageous location at the heart of Yorkshire, offering its businesses a range of excellent road, rail, water, and energy infrastructure. There are clear and distinct strengths for its economy with regards to the energy, logistics, and manufacturing sectors, which have further potential for growth. Figure 1 illustrates its central location within a regional context and its sectoral strengths; these significant assets will enable the District to play an integral role in the development of the ‘Northern Powerhouse’.
- I.1.2 The ‘Northern Powerhouse’ concept, launched by Government in 2014, seeks to transform Northern growth and rebalance the country’s economy; a primary aim of this agenda is to create a world class transport network to link the cities of the North, connecting more businesses to each other, allowing companies greater access to skilled workers and enabling local residents to be more mobile.<sup>1</sup>
- I.1.3 Our Strategy sets out an economic ambition for the District and identifies three key priorities; these priorities have been underpinned by evidence<sup>2</sup> which shows the importance of supporting businesses, developing infrastructure and vibrant communities, and building human capital and skills in order to improve connectivity to markets and jobs for economic growth. Promotion of our Strategy will enable the District to present a strong forward vision, and help to define its role in a connected Northern Powerhouse.

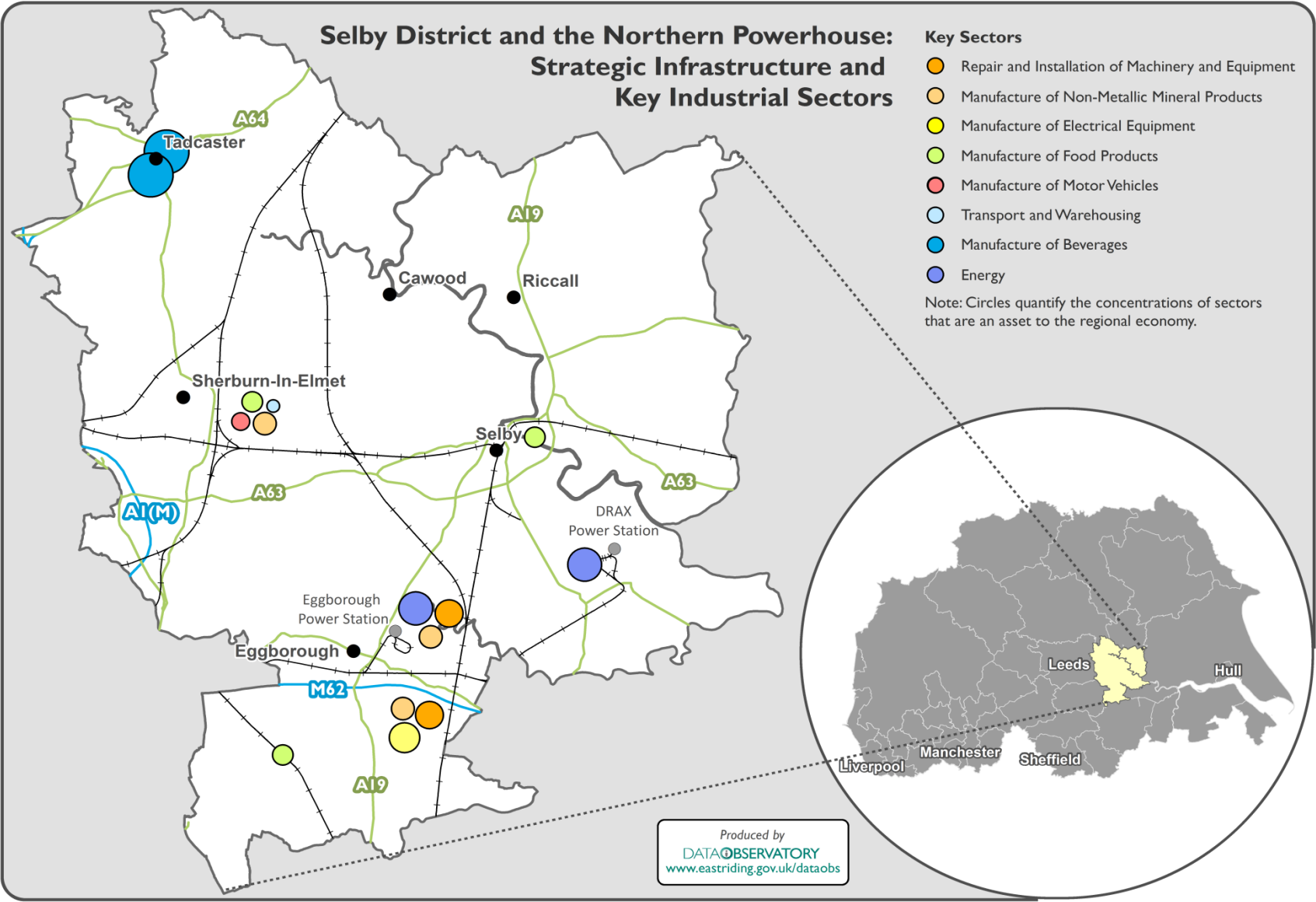
### I.2 Context

- I.2.1 Following a peer review of our economic development and planning provision, the Council commissioned a series of reports which helped evidence the significant economic opportunities available in the District, in addition to highlighting a number of key short and long term challenges (see Annexes B-G).
- I.2.2 The development of our Strategy has also taken account of a range of supporting documents including: Selby District Core Strategy; Employment Land Review (draft); LEP Strategic Economic Plans (SEPs); Selby College Strategic Development Plan; Market Towns Study; Retail & Leisure Study (draft); and the Selby Food & Drink Plan. Appendix A (*Strategic Overview*) and Annex C (*Policy Analysis*) contain further details on these and other relevant documents.
- I.2.3 The Council adopted its Core Strategy (the key compulsory Local Development Document) in October 2013. The Core Strategy provides a spatial vision for the District and strategic objectives to achieve this vision. It directs growth up to the year 2027 and includes strategic policies on the scale and distribution of Economic Growth (SP13), and Town Centres and Local Services (SP14). Olympia Park is also promoted as a strategic development site through the Core Strategy (SP7). Our Economic Development Strategy will sit alongside and complement our Core Strategy by helping to deliver its strategic objectives and the strategic development site outlined above.

<sup>1</sup> ‘The Northern Powerhouse: One Agenda, One Economy, One North’, Transport for the North, March 2015

<sup>2</sup> Annexes B to G – see list of Annexes on page 2

Figure 1: Selby District and the Northern Powerhouse



## 2.0 Understanding the Selby District Economy

### 2.1 Overview

- 2.1.1 Building on the economic baseline produced as part of the peer review in 2014, a detailed economic analysis of the District was produced in November 2015 in order to provide a robust evidence base for our Strategy; this covered a range of economic issues including population, economic performance, business stock, employment, deprivation, travel flows, housing, and skills which were used to measure the performance of Selby District.
- 2.1.2 Key themes were explored in greater detail at lower geographic levels in order to develop a clearer understanding of how the local economy functions. This enabled the identification of significant trends and potential opportunities and challenges the District may face in future.
- 2.1.3 A summary of some of the key facts and figures can be found in figure 2. Further information and analysis can be found in Appendix 2 (*Understanding the Selby District Economy*) and Annex B (*Selby District Economic Profile – November 2015*).

**Figure 2: An Economic Overview of Selby District**

POPULATION	ECONOMY
<ul style="list-style-type: none"> <li>85,400 resident population in 2014.</li> <li>Working age population (ages 16-64) below the regional and national average at 62.8% in 2014. 16,200 residents (19.0%) were aged 65+ in the District - the lowest proportion across North Yorkshire.</li> <li>Total population of Selby District is forecast to increase by 14.6% up to 2039 – the largest rise across North Yorkshire. The 16-64 age band is estimated to decrease by the lowest proportion (-1.0%), whilst the 65+ age band is again expected to increase by the highest, 74.1%.</li> </ul>	<ul style="list-style-type: none"> <li>£1.52 billion Gross Value Added (GVA) in 2015.</li> <li>4,035 VAT-registered businesses. Sole proprietorship in the District was above the regional, national, and local LEP averages in 2015 at 20.6%, which clearly demonstrates an entrepreneurial culture.</li> <li>The District has a high employment rate with economic activity reported at 82.4% in December 2015, significantly higher than the regional and national average. Claimant count rates have remained at 1.3% or below since August 2015.</li> </ul>
QUALITY OF LIFE	<ul style="list-style-type: none"> <li>Job density in the District was 0.7 per resident aged 16-64 in 2014. This shortfall in employment opportunities results in a negative net change in terms of commuting to and from the District for work, with the inflow of workers being 63.4% of the total outflow. Median hourly rates of pay within these 'outflow sectors' are generally higher.</li> <li>However, there was a 10.2% increase in employment opportunities between 2011 and 2014: Manufacturing; Wholesale and Retail Trade; and Transport &amp; Storage are the top employing sectors.</li> <li>Highly skilled workforce - 35.1% of residents (18,700 people) were qualified to degree level or above in 2015, which is marginally below the national average. However, rates have increased by 50% in the District since 2007.</li> </ul>
<ul style="list-style-type: none"> <li>Selby District residents and workers enjoy a higher weekly wage than the North Yorkshire and regional averages. The disparity between resident and workplace earnings in the District has also narrowed in recent years.</li> <li>House prices and the cost of living are lower in the District than neighbouring authority areas, which make it an attractive place to live. Many households have higher levels of disposable income.</li> <li>Relative levels of multiple deprivation are below average in the District with just 15.9% of the resident population living in areas classified amongst the 50% most deprived areas in England.</li> </ul>	



## 2.2 Selby District's Main Settlements

- 2.2.1 The Core Strategy sets out an ambitious aim for Selby District to develop a more diversified and sustainable economy with an improved range of local employment opportunities, services and facilities. The three main settlements of Selby, Tadcaster, and Sherburn-in-Elmet, which are home to a third of the District's population, will play an integral role in achieving this ambition for a stronger economy.

### Selby

- 2.2.2 Selby is the largest town in the District with an estimated population of 15,000 residents according to the 2014 mid-year estimates. The town is an attractive location to live and work and provides accessible services including leisure, education and health to a broad hinterland. A successful housing market is supported by strong road and rail connectivity.
- 2.2.3 Selby is the most self-contained settlement in the District, as around 60% of the residents in the town are employed in the District. Almost 50% of the employment offer in the town is concentrated in Retail, Health, and Education. The local economy has improved significantly in recent years, with an additional 700 jobs<sup>3</sup> created over the two year period 2012-2014. There is a distinct need, however, to develop an improved cultural and visitor offer and promote its market town character, historic Abbey and new leisure facilities.
- 2.2.4 The Core Strategy outlines that the majority of new employment opportunities (23 ha) and approximately 40% (1,000 homes) of the housing target for the town will be provided by Olympia Park, a strategic development site to the east of Selby. The site is well-positioned to the town and in close proximity to key highway and rail links, whilst also providing an opportunity to stimulate regeneration of former industrial land and improve green spaces.

### Tadcaster

- 2.2.5 Tadcaster, situated on the River Wharfe, is strategically located next to the A64 and within close proximity of the A1(M), equidistant between the major urban centres of Leeds and York. The town has a population of approximately 7,000 residents and supports almost 4,000 jobs, over half of which are concentrated in Manufacturing, Architectural and Engineering, and Information Service activities. The town has reported a modest increase in employment of 5.9% over the five year period 2009 to 2014.
- 2.2.6 The Core Strategy highlights that the housing and economic growth in Tadcaster has not kept pace with other parts of the District due to Green Belt and land availability issues, which is undermining its role as a local service centre. The (draft) Retail & Leisure Study in 2015 reported that the town provides a localised convenience retail offer that has relatively little inflow from surrounding areas. Existing businesses identified parking and the poor quality of the street market and public realm as key issues to be addressed.
- 2.2.7 Exploring the market demand for additional employment sites in Tadcaster, taking into account existing employment land already allocated at Sherburn, and revitalising the town centre are important aims for this strategy.

<sup>3</sup> Business Register and Employment Survey, Nomis, 2014

## Sherburn-in-Elmet

- 2.2.8 Sherburn-in-Elmet is a settlement with a population of approximately 7,000 people and predominately functions as a local service centre with an essential convenience retail offer. Excellent transport links and its close proximity to the A1(M) and the Leeds City Region has resulted in significant employment growth at two major industrial parks in recent years, namely Sherburn Enterprise Park and latterly Sherburn 2.
- 2.2.9 During the period 2011-2014, approximately 2,800 jobs were created on these sites (an increase of 79.2%)<sup>4</sup>, which are home to a range of large national companies including Optare, Debenhams distribution, Sainsbury's distribution, Eddie Stobart and Kingspan; these sites now demonstrate significant strengths in Food Manufacturing, Motor Vehicle Manufacturing, Land Transport, and Warehousing. A further significant development was the announcement by Legal & General Capital (LGC) in February 2016 that it will open a factory producing precision engineered modular housing at Sherburn 2, initially creating 400-500 jobs.
- 2.2.10 There is, however, an inherent need to accommodate this growth and support the increased economic activity in a sustainable manner in accordance with identified housing needs. The (draft) Retail & Leisure Study (2015) found that there is significant retail leakage from Sherburn-in-Elmet, which is perhaps to be expected given its close proximity to Leeds. A new Aldi store is likely to meet convenience provision needs in the short to medium term, but there is still an ambition to provide an attractive centre with increased vitality and activity that supports existing businesses and independent retailers.

## 2.3 Functional Economic Areas

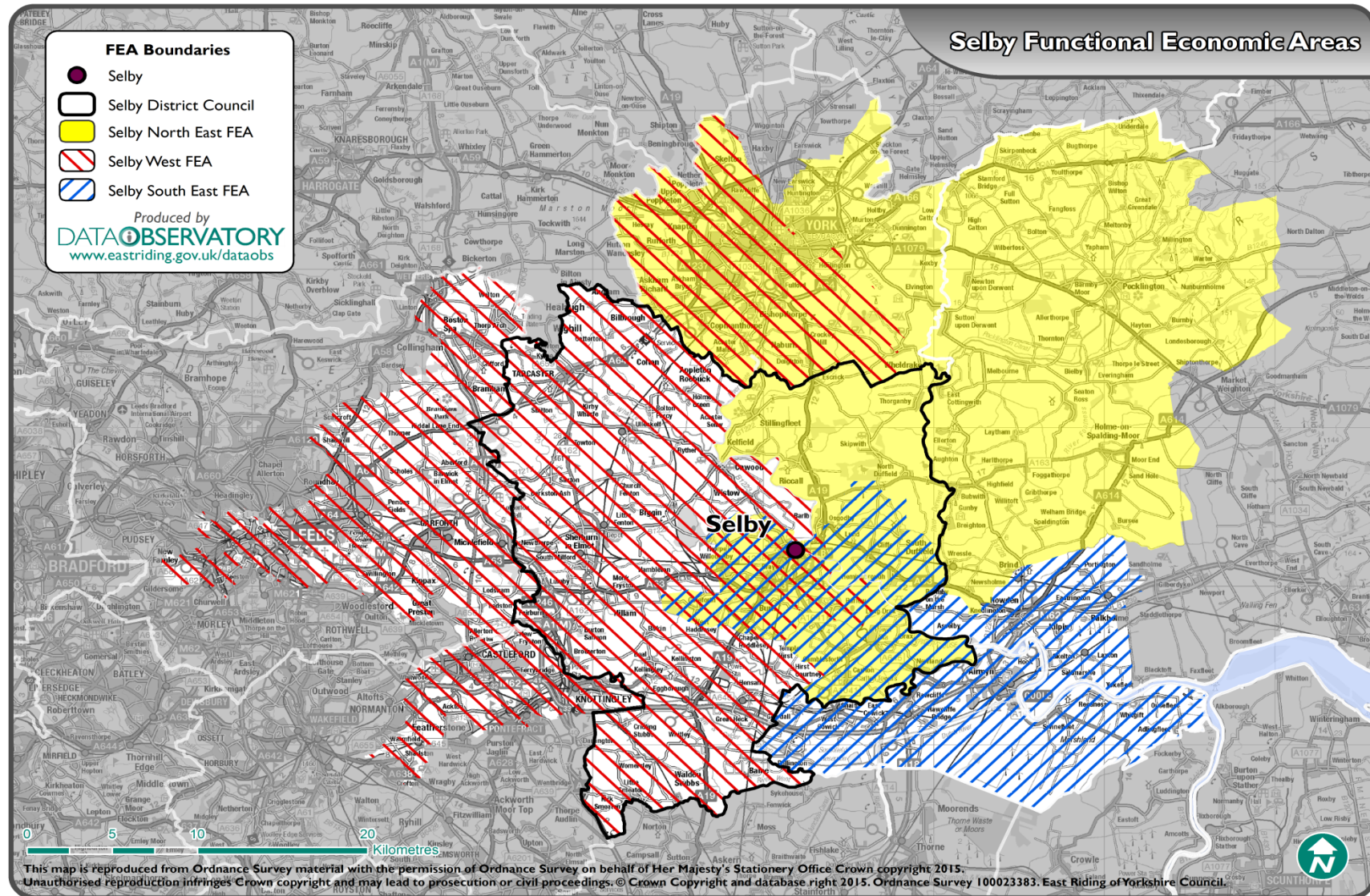
- 2.3.1 There is no single, universal approach to defining Functional Economic Areas (FEAs) and they rarely correspond with administrative boundaries. The Department for Communities and Local Government (DCLG) define FEAs as, "the area over which the local economy and its key markets operate"<sup>5</sup>.
- 2.3.2 The economic analysis undertaken as part of the evidence base identified three Functional Economic Areas (FEAs) within Selby District. The town of Selby itself is included in all three FEAs, which is evidence of it being a 'layered functional space'. The three FEAs are designated below and illustrated in figure 3 (see overleaf):
- **'Selby North East FEA'** includes the city of York and the settlements of Selby and Pocklington
  - **'Selby South East FEA'** comprises the settlements of Selby, Goole and Howden
  - **'Selby West FEA'** includes part of eastern Leeds, southwest York and the settlements of Selby, Tadcaster, Sherburn-in-Elmet, Castleford and Knottingley.

An economic analysis of each FEA can be found in Annex D (*Selby District Functional Economic Areas Profiles - November 2015*).

<sup>4</sup> Business Register and Employment Survey, Nomis, 2014

<sup>5</sup> DCLG, Local Economic Assessments: Consultation on Draft Statutory Guidance, December 2009

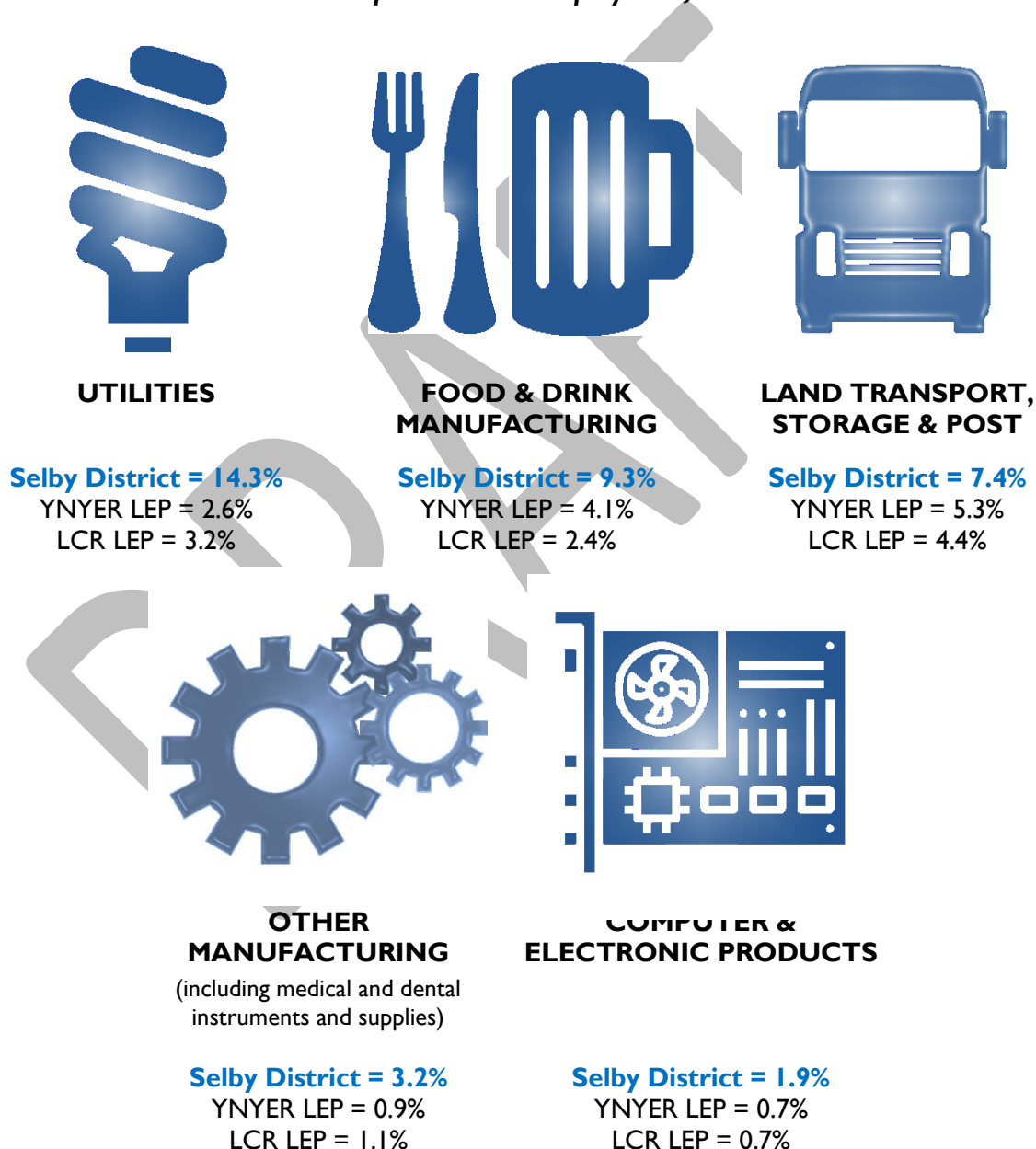
Figure 3: Selby District Functional Economic Areas



## 2.4 Sector Specialisms

- 2.4.1 Econometric modelling has been undertaken to identify the sectoral strengths within the District and the contribution they make to the local economy. Appendix 2 (*Understanding the Selby District Economy*) provides further information.
- 2.4.2 Figure 4 illustrates the significant contribution that these specialist sectors make to our local economy in terms of economic output and, by extrapolation, business rate contributions. In total, these five sectors account for 36.1% (£559.3m) of total output in the District compared to 13.6% and 11.8% in the YNYER and LCR LEP areas respectively<sup>6</sup>.

**Figure 4: Sector contribution to output and total employment, 2016**



<sup>6</sup> Figures drawn from Regional Econometric Model (REM) 2015

## 2.5 Infrastructure and Connectivity

- 2.5.1 A proactive approach to planning will enable growth in the District; the Local Plan will provide a framework to identify future deliverable employment and housing land supply, which has the potential to stimulate further private investment in the local economy. Our Core Strategy sets out a vision for Selby District by 2027 to be a “*distinctive rural District with an outstanding environment, a diverse economy and attractive, vibrant towns and villages*”<sup>7</sup>. Therefore, it will be necessary to concentrate new development in the most sustainable locations with appropriate transport links.
- 2.5.2 Travel-to-work flows from the 2011 Census highlighted that almost 21,000 people commute out of the District for employment each day, with around 11,300 journeys (54.2%) travelling to the major urban centres of Leeds and York alone. This exemplifies its close links with the economies of its surrounding local authorities with Selby District having the lowest labour market self-containment level in the Yorkshire & Humber region.
- 2.5.3 Selby District has strong transport links, with direct rail connections to Leeds and York in under 30 minutes, Manchester in 1 hour 30 minutes and London in around 2 hours. Figures from the 2011 Census showed that just 1,100 people commuted to work by train, which equates to 2.6% of the resident population in employment compared to a national average of 5.6%. It is worth noting, however, that the number of people commuting to work by train has increased by 49% between 2001 and 2011. Given that a significant proportion of the housing allocations up to 2027 are allocated in the Local Plan for Selby and Sherburn-in-Elmet, further consideration will need to be given to the level of infrastructure required at these passenger transport hubs in order to cope with potential future increases in demand.
- 2.5.4 The Rural Productivity Plan published by the Department for Environment and Rural Affairs (DEFRA) in 2015 sets out a 10-point action plan and commitment from Government to boost productivity in rural areas. Superfast broadband and high quality mobile communications are identified as key priorities to ensure that rural areas are connected to the wider economy. This is especially important to Selby District when considering the high levels of both homeworking and self-employment in the rural areas furthest from local service centres, particularly in the north bordering the city of York, and to the south bordering West Yorkshire. Research undertaken by the Office for National Statistics (ONS) in 2015 also found that home workers are more likely to be working in higher skilled roles<sup>8</sup>, which links to local issues identified in the Core Strategy regarding the retention of higher skilled workers within the District.
- 2.5.5 Modern transport connections are also recognised in the report and this factor is particularly pertinent for Selby District. Feedback from the business consultation in autumn 2015 (see Annex G)<sup>9</sup> highlighted the need for better public transport options, particularly bus services for workers at Sherburn. Considerable employment growth at the enterprise parks has raised concerns amongst the local businesses regarding their access to a future supply of labour.

<sup>7</sup> Selby District Core Strategy, October 2013

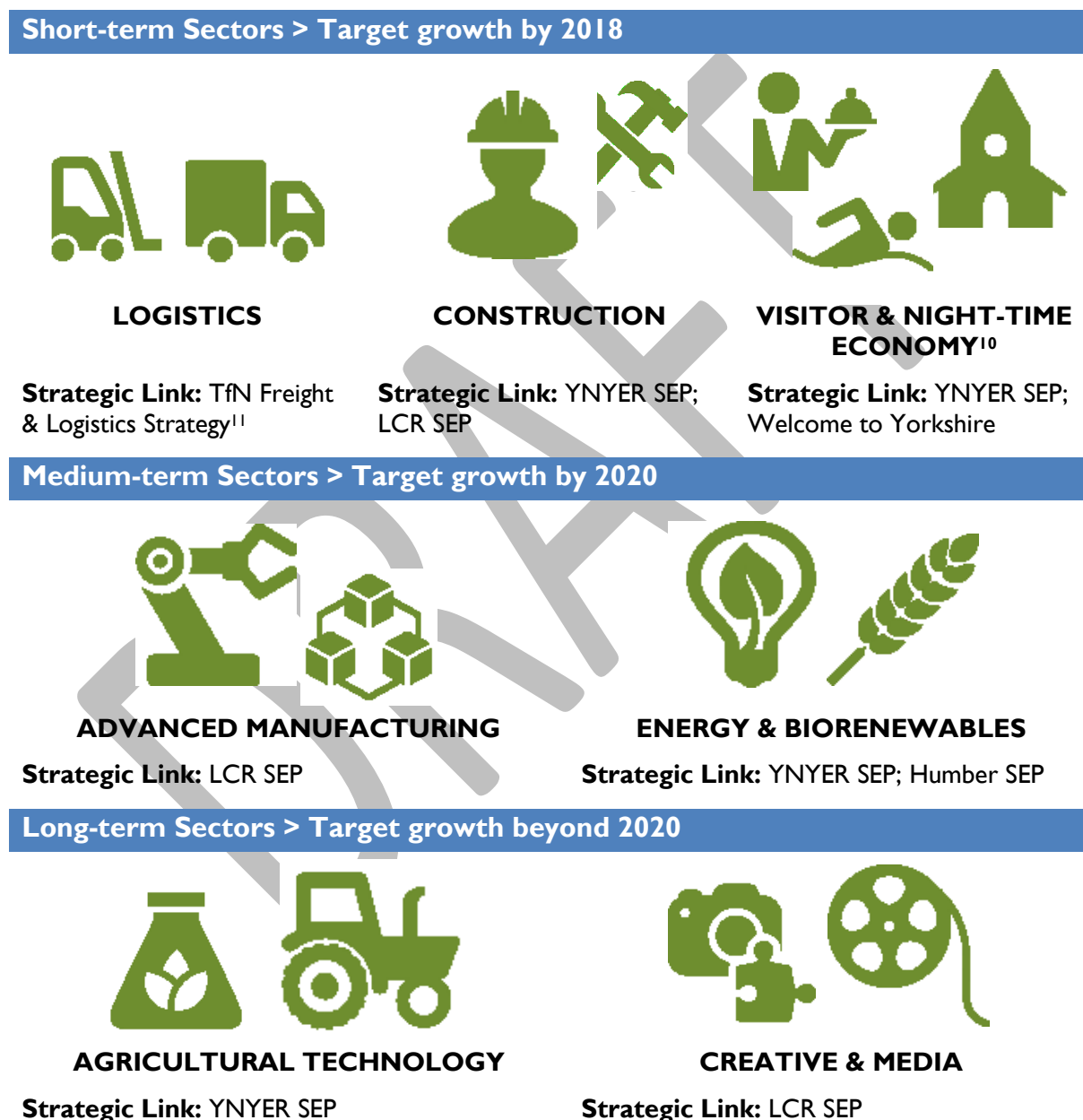
<sup>8</sup> Statistical Digest of Rural England, June 2015

<sup>9</sup> Annex F: Selby District Key Companies (November 2015)

## 2.6 Priority Growth Sectors

2.6.1 A number of *Priority Growth Sectors* (figure 5) have been identified as a result of the economic analysis, the existing strengths of the District, and the priorities of both LEPs. These are reflected in a series of ‘indicative growth zones’ as shown in figure 6. Each sector has been categorised into three groups as to whether growth can be realised in the short-term (by 2018), medium-term (by 2020) or long-term (beyond 2020). We will be both reactive and flexible to any new opportunities or sectors that emerge during the period of this Strategy.

**Figure 5: Priority Growth Sectors**

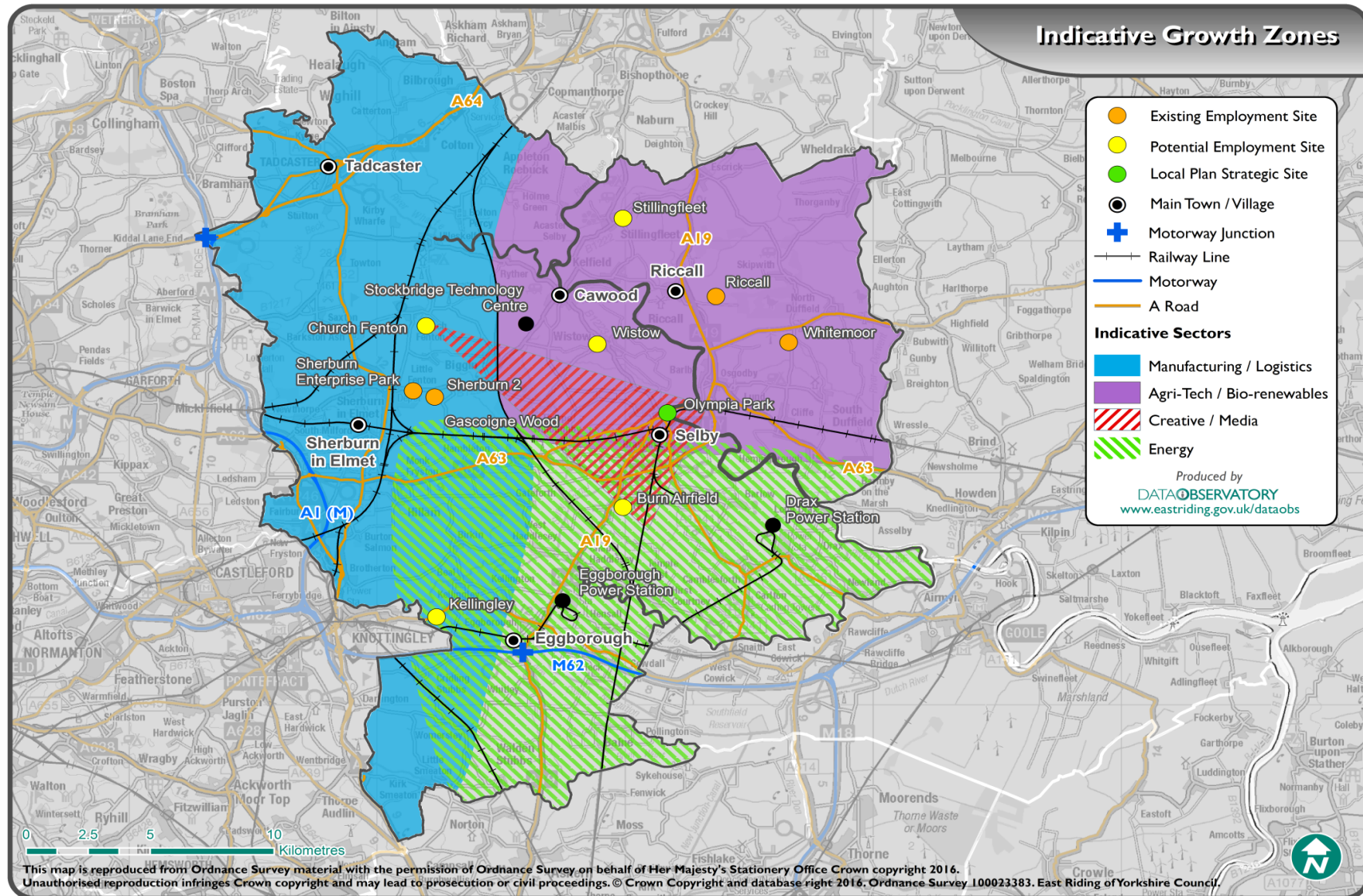


Icons are courtesy of Icons8

<sup>10</sup> **Night-Time Economy** is defined as “the time period between 6pm and 6am and covers a wide range of activity in town and city centres (including pubs and bars, cafes restaurants, cinemas, theatres, events and retail), which combine to create a centre offer ‘after dark’, manifesting an economy that has its own unique qualities and is distinct from the ‘day-time’. “*The Evening and Night-Time Economy – Realising the Potential for Destination Organisations*”, Visit England and The Association of Centre Management, September 2012.

<sup>11</sup> Transport for The North (TfN) Freight & Logistics Strategy

Figure 6: Indicative Growth Zones





John Smith's Brewery, Tadcaster

Photograph by Tim Green, July 2011  
Adapted July 2016



### 3.0 Strategic Overview - Relevant Strategies, Plans and Policies

- 3.1.1 The strategic framework that underpins this document will provide assurance to both decisions and actions taken by the Council and its partners to support strategic delivery. Our Strategy will also be a key tool and advocacy document in negotiating with partners and Local Enterprise Partnerships, consulting with the local business community, supporting funding bids, and influencing access to the 2014-2020 European programmes.
- 3.1.2 Figure 7 provides an overview of International, national, sub-regional and local strategies, plans and policies that have influenced this Strategy. Appendix I<sup>12</sup> provides further details on these documents and highlights their potential implications for the Strategy.

**Figure 7: Strategic Overview**

#### International

European Strategic Investment Fund (ESIF) Programme (2014-2020), which incorporates:

- > European Regional Development Fund (ERDF)
- > European Social Fund (ESF)
- > European Agricultural, Fisheries and Rural Development (EAFRD)

#### National

- > Plan for Growth
- > UK Productivity Plan
- > Rural Productivity Plan
- > National Policy Planning Framework
- > Localism Act
- > Cities and Local Government Devolution Act
- > Enterprise Act
- > TfN: Freight & Logistics Strategy
- > Northern Powerhouse Independent Economic Review

#### Sub-regional and County-wide

##### **York, North Yorkshire and East Riding LEP:**

- > Strategic Economic Plan (2014-2020)
- > ESIF Plan
- > Growth Deal Plan

##### **Leeds City Region LEP:**

- > Strategic Economic Plan (2014-2020)
- > ESIF Plan
- > Growth Deal Plan

##### **North Yorkshire County Council:**

- > Local Transport Plan 4 (LTP4)
- > Municipal Waste Management Strategy
- > Waste and Minerals Core Strategy
- > Joint Health and Wellbeing Strategy

##### **Electrification Task Force:**

- > 'Northern Sparks: Rail Electrification in the North of England

#### Local

##### **Selby District Council:**

- > Corporate Plan (2015-2020)
- > Core Strategy (2013)
- > PLAN Selby (*draft*)
- > Employment Land Review (*draft*)
- > Strategic Housing Land Availability (*draft*)
- > Strategic Housing Market Assessment (*draft*)
- > Strategic Flood Risk Assessment (*draft*)
- > Selby District Market Towns Study (*draft*)
- > Selby Retail & Leisure Study (*draft*)

##### **Voluntary & Community Sector:**

- Tadcaster & Rural Community Interest Co:
- > Local Food & Drink Plan
- Selby Town Enterprise Partnership (STEP):
- > STEP Strategy (2014-2017)
- Selby Big Local:
- > Selby Big Local Community Action Plan (2015)

##### **Selby College:**

- > Strategic Development Plan (2015-2018)

<sup>12</sup> Appendix I – Strategic Overview

## 4.0 Strategic Framework

4.1.1 Selby District clearly demonstrates many distinctive economic strengths and it is the role of this document to meet the aspirational approach adopted in the Core Strategy towards economic growth, which aims to address the following challenges<sup>13</sup>:

- Provide a flexible response to market demand and an increasing workforce
- Ensure employment opportunities are focused on the three settlements of Selby, Tadcaster and Sherburn-in-Elmet, while encouraging an appropriate level of jobs in rural areas
- Cater for inward investment as well as indigenous employment growth, including the provision of small-medium sized premises, and larger premises for logistics and companies with specialist needs/higher value uses.

4.1.2 Selby District Council's Corporate Plan 2015-2020 sets out its vision to make the District a **great place** to *do business, enjoy life, and make a difference*. The Plan seeks to renew the Council's focus on strengthening the local economy and the following corporate aims have been reflected in the development of this Strategy:

- Support and encourage growth in business enterprise that already operates in the District
- Support new investment opportunities by working with developers, partners and business leaders
- Encourage investment in businesses that deliver new opportunities for local residents and support a skilled workforce
- Deliver thriving futures for the main settlements of Selby, Tadcaster and Sherburn-in-Elmet.

4.1.3 Figure 8 sets out the strategic framework for our Economic Development Strategy and highlights the close interrelationship between its three priorities, which are focused on the ambition of '**Making Selby a great place...**':

- **for enterprise and business growth** - attract investment, support business and target priority sector growth
- **to live and work** - develop vibrant communities with a quality housing, retail and leisure offer
- **to achieve your potential** - develop a skilled and responsive workforce.

4.1.4 Our Strategy's priorities are each underpinned by three distinct objectives, which have been further developed into a series of short, medium and long-term actions; these are set out in the accompanying Action Plan, which can be found at Annex A<sup>14</sup>.

4.1.5 Prioritisation of these objectives into a short, medium and long-term timeframe allows initial focus to be given to the short-term goals over the next two years (until March 2018); achievement of these goals will then, in turn, support and subsequently enable the development and delivery of the medium-term actions by the end of our Strategy in 2020.

<sup>13</sup> Conclusions taken from page 85 of 'Selby District Core Strategy – October 2013'

<sup>14</sup> Annex A: Selby Economic Development Strategy – Action Plan 2016-2020

**Figure 8: Strategic Framework**

Making Selby District a great place...



**... for enterprise and business growth**

**Objectives**

- 1a)** Seek to develop the necessary physical infrastructure to unlock economic growth
- 1b)** Attract new business investment to create employment opportunities in priority sectors
- 1c)** Engage with indigenous businesses to support growth and resilience

**... to live and work**

**Objectives**

- 2a)** Develop a long-term programme of market town regeneration and rural diversification to boost the visitor, leisure and night-time economy
- 2b)** Align housing requirements to economic ambitions to create sustainable communities
- 2c)** Protect and promote Green Infrastructure
- 2d)** Understand the ongoing impacts of climate change and sustainable development to foster business resilience and assurance

**... to achieve your potential**

**Objectives**

- 3a)** Increase apprenticeship and vocational training opportunities to meet current and future workforce development needs
- 3b)** Support unemployed adults in gaining suitable skills and achieving sustainable work
- 3c)** Identify and seek to address existing transport barriers to learning and employment



Selby



Making Selby District a great place for **enterprise and business growth**  
by attracting investment, supporting business and targeting priority sector growth

### STRATEGIC PRIORITY I

#### Why is this a priority?

National policy is progressively supporting local authorities in a drive to boost productivity and achieve **local economic growth**. Selby District has many of the assets required to achieve this: excellent transport links, a highly skilled resident population, unique locations, and strengths in sectors with above average productivity. Priority I seeks to harness the strengths of the District and provide the necessary direction to enable and achieve sustainable local growth.

Although growth in some sectors such as transport and logistics has been predominantly market-led in recent years, there are clear and distinct strengths and real opportunities for the District's economy with regards to the energy, logistics and manufacturing sectors, which have further and additional potential for future growth.

Continued efforts to develop 'market ready', sector-focused employment sites and viable employment land will enable the District to meet the needs of potential inward investors in addition to those of its indigenous businesses seeking to expand and grow.

Self-employment and sole proprietors are prevalent across the District, in addition to a concentration of large corporations that mainly supply UK markets. This is marked and distinctive when compared to the broader YNYER and LCR LEP areas, and as such requires specific, targeted responses to be implemented.

#### What do we plan to do?

- Develop a planned, strategic response to delivering the necessary infrastructure for priority sector growth
- Carefully manage the current supply of available development land at key employment sites (Olympia Park, Sherburn 2 and Kellingley), to support indigenous business growth and inward investment in priority sectors
- Seek to deliver a strategic portfolio of 'development ready' employment sites capable of supporting targeted growth in priority sectors
- Establish a 'key account' relationship management function within the Council to work closely with existing large employers and potential inward investors to understand their needs, challenges and opportunities
- Encourage entrepreneurial spirit through brokered business support and advice for start-up and existing SMEs, enabling them to access guidance and funding to grow their business.

**Tour de Yorkshire, Selby**





**Making Selby District a great place to live and work**  
*by developing vibrant communities with a quality housing, retail and leisure offer*

## STRATEGIC PRIORITY 2

### Why is this a priority?

Selby District's picturesque rural landscape and range of housing offer means there is a strong demand for housing; ensuring that the housing market meets the needs, preferences and aspirations of our residents will help to attract and retain workers and investors to the District.

Selby is identified by YNYER LEP as one of its 'Growth Towns'; there is, therefore, a need to develop a multi-dimensional investment plan to maximise its growth potential. Exploring the market demand for additional employment sites in Tadcaster alongside revitalising its and Sherburn-in-Elmet's town centre offer are also important aims.

The (draft) Selby Retail & Leisure and the Selby District Market Towns Studies proposed a series of recommendations including: identification of new leisure facilities and tourist attractions; and improvements to marketing and public realm. Addressing these factors will help to improve the performance and viability of the District's three main settlements of Selby, Tadcaster and Sherburn-in-Elmet, thus enabling the retention of higher levels of local spend from both residents and visitors alike.

The importance of Green Infrastructure (GI), highlighted in the Government's Building Better Places report, notes the importance of improving the sustainability and resilience of built environments as well as in the delivery of wider social benefits, including improved health outcomes.

### What do we plan to do?

- Develop a long-term programme of investment, regeneration and events, through the establishment of regeneration partnerships, to enhance the vibrancy, attractiveness and service offer of Selby, Tadcaster and Sherburn-in-Elmet
- Facilitate and develop a 'visitor economy' and 'night-time economy' offer that celebrates the heritage and culture of the District by fully capitalising on attractions such as Selby Abbey, Selby Leisure Village and Tadcaster's brewing heritage in order to capture and retain local and visitor spend and promote access to sporting and green space activities
- Support the implementation of the Selby Local Food & Drink Plan (SLFDP) through the promotion of markets and events, and by increasing awareness of the opportunities to produce and sell locally
- Support the delivery of housing allocations which have been strategically planned through the Core Strategy
- Utilise the findings of the draft Green Infrastructure (GI) Study to set minimum standards for provision and management in local plans, and develop a policy position to recognise its wider economic, health and social benefits.



Student at Selby College





Making Selby District a great place to achieve your potential  
by developing a skilled and responsive workforce

### STRATEGIC PRIORITY 3

#### Why is this a priority?

The supply of well-educated and skilled labour is a key asset for any area, which, if fully utilised, can help to drive the area's productivity and business growth; this has led to sizable levels of labour exchange with neighbouring areas on an inward (Wakefield, East Riding) and outward (Leeds, York) basis and has resulted in Selby District having the lowest labour market self-containment level in the Yorkshire & Humber region.

Although, to an extent, this is inevitable when considering a relatively small rural district surrounded by large urban neighbours, there is an opportunity to reverse this trend by creating higher-value jobs in the District, and aligning training provision to these current/future opportunities. Selby College will be a key partner and have a significant role to play in helping us to meet these training and skills requirements.

A business consultation exercise undertaken in 2015 highlighted a number of mutual issues which the Council and its partners will need to address in order to meet the expectations of the District's indigenous businesses. These included concerns around difficulties in attracting high-level skilled workers; concerns with availability of a local labour supply (especially in Sherburn); and lack of public transport (especially in Sherburn) impacting on staff retention.

#### What do we plan to do?

- Work with Selby College and other local training providers to devise a coherent approach to link available apprenticeship and vocational training provision to the workforce development requirements of the District's priority sectors
- Develop targeted skills programmes to assist unemployed and inactive adults to achieve sustainable work
- Work with strategic partners to develop joint services and approaches for increasing employment in the District
- Work with strategic partners to identify the main health barriers preventing local residents from accessing learning and employment opportunities
- Investigate and seek to develop sustainable solutions to local and public transport problems that impede access to employment and learning opportunities, particularly in rural areas (i.e. Sherburn Enterprise Park).



**Selby College Campus**

## 5.0 Partnership Working

- 5.1 Whilst the Council will champion the delivery of the economic ambitions outlined in this strategy, forging strong and collaborative relationships with key delivery partners will also be a critical component to its wider benefit and longer-term success, as there are a limited range of interventions that the Council can achieve directly by itself.
- 5.2 We recognise that there are a wide number of stakeholders, partners, businesses and individuals who also have important roles in supporting the local economy. Crucial to achieving the District's aspirations will be the support of these partners including our Local Enterprise Partnerships (LEPs), Selby College, the private sector, the public sector, town and parish councils, the voluntary and community sector, and our neighbouring local authorities (see *appendix 3*<sup>15</sup> for further information on some of these organisations).

**Figure 9: Indicative Delivery Partners**



- 5.3 We will work with our partners and stakeholders to ensure that we broadly share one vision and that this is put in place. In recognition of this collaborative aim, we have sought to reflect and include the relevant priorities of our indicative partners within our Economic Development Strategy Action Plan<sup>16</sup>.
- 5.4 Only by working in partnership can we seek to develop holistic and sustainable solutions to create the conditions for economic growth, which will meet and deliver the challenging and ambitious targets set by our Strategy and its Action Plan, and deliver a thriving Selby District for 2020 and beyond.

<sup>15</sup> Appendix 3 – Indicative Delivery Partners

<sup>16</sup> Annex A - Selby Economic Development Strategy Action Plan 2016-2020

## 6.0 Delivery, Resources and Monitoring

- 6.1 As previously noted, a range of related strategies and plans will have an influence on the delivery of our Economic Development Strategy; therefore, appropriate and relevant links need to be made to ensure ongoing consistency and successful delivery.
- 6.2 Similarly our Strategy will also need to align with the revised Strategic Economic Plans currently being produced by the YNYER and LCR LEPs; this will be crucial in terms of accessing future funding for economic development activities, particularly through the current European programme and emerging devolution proposals.
- 6.3 Delivery and resourcing of our Strategy will rely primarily on a long-term commitment from the Council to its vision and priorities, in addition to a pooling of resources with partners, to ensure delivery where relevant. This commitment will then provide a level of certainty to key partners and confidence to the private sector about the status of our Strategy, demonstrating strong leadership and governance of economic development delivery at the local level.
- 6.4 Appendix 4<sup>17</sup> provides an overview of some of the potential sources of funding which could assist with the delivery of our Strategy.
- 6.5 Our Strategy is supported by an Action Plan with indicative timescales for its delivery; coordination of this will be led by officers within the Council and will be monitored through our internal service planning processes.
- 6.6 Furthermore, the Council intends to establish the Selby District Economic Forum – a mix of internal officers and key stakeholders (LEPs, NYCC, Selby College, private sector, voluntary and community sector) in order to facilitate partnership working, consider pooling of resources (where required) and monitor delivery of the Action Plan.
- 6.7 The Selby District Economic Profile<sup>18</sup> identified a series of Key Performance Indicators (KPIs) which have been collated in the performance scorecard shown in figure 10. These KPIs can be easily measured at District level from published sources and compared against national and regional benchmarks, providing a framework for monitoring and reporting on the wider economy as a whole.
- 6.8 The strategic framework is comprised of three priorities, each of which will be monitored using a series of outputs and outcomes (*defined in the action plan*<sup>19</sup>) to help measure their progress. Clear reference back to these priorities is essential to ensure that partners, stakeholders, businesses and local residents understand the performance results.
- 6.9 At the beginning of each financial year (in April) we also intend to publish an Annual Review to highlight the progress achieved in supporting our local economy against the objectives set out in the Action Plan; this review will also enable us to reflect and address the changing economic and political climate, emergent policy initiatives from Government, in addition to highlighting any new delivery resources.

<sup>17</sup> Appendix 4 – Potential Sources of Funding

<sup>18</sup> Annex B – Selby District Economic Profile (November 2015)

<sup>19</sup> Annex A – Selby Economic Development Strategy Action Plan 2016-2020

**Figure 10: Performance Scorecard of Key Performance Indicators (KPIs)<sup>20</sup>**

INDICATOR	SELBY	% CHANGE	+/-	ENGLAND	DATE
1 % Working Age Population (ages 16-64)	62.8%	-0.02%	↓	63.5%	2014
2 % Population of Retirement Age (ages 65+)	19.0%	+3.9%	↑	17.6%	2014
3 VAT Registrations per 10,000 Population Aged 16+	468.0	+3.2%	↑	507.9	2014
4 Enterprise Birth Rate (% of total active enterprises)	12.4%	+8.0%	↑	14.0%	2014
5 Enterprise Death Rate (% of total active enterprises)	9.0%	-3.4%	↓	10.1%	2014
6 Enterprise Two Year Survival Rates (% of all active enterprises two years previously)	75.4%	+4.3%	↑	73.7%	2014
7 Economic Activity Rate (% of 16-64 working age population)	82.4%	-0.2%	↓	78.0%	Dec-2015
8 Employment Rate (% of 16-64 working age population)	80.0%	+0.5%	↑	73.9%	Dec-2015
9 Full-Time Employment Rate (% of 16-64 working age population)	66.4%	-7.2%	↓	74.3%	Dec-2015
10 Workplace-based Employment (total number of jobs filled)	34,000	+1.5%	↑	-	2014
11 Unemployment Rate (% of 16-64 working age population)	2.9%	-13.3%	↓	5.5%	Dec-2015
12 Claimant Count (% of 16-64 working age population)*	1.3%	-0.7%	↓	1.8%	Mar-2016
13 Out-of-Work Benefit Claimant Rate (% of 16-64 working age population)	6.3%	-1.8%	↓	8.9%	Aug-2015
14 Children Aged 0-18 in Out-of-Work Benefit Households (% of all 0-18 year olds)	10.5%	-10.7%	↓	15.5%	2014
15 Trade Apprenticeships (% of 16-64 working age population)	5.5%	+26.1%	↑	3.3%	Dec-2015
16 No Qualifications (% of 16-64 working age population)	8.1%	+2.4%	↑	8.4%	Dec-2015
17 Average House Price per Annum (£)	£162,500	+1.6%	↑	£220,447	2014
18 Median Gross Weekly Pay for Full-Time Workers, £ (Residence-based)	£526.50	-1.5%	↓	£532.60	2015
19 Median Gross Weekly Pay for Full-Time Workers, £ (Workplace-based)	£519.70	+0.4%	↑	£532.40	2015

<sup>20</sup> Sources: Indicators 1-2,17, ONS; Indicators 3-6, IDBR; Indicators 7-9,11, 15-16, APS; Indicator 10, BRES (ONS); Indicators 12-14, DWP; Indicators 18-19, ASHE.



## 7.0 Conclusion

- 7.1 This Strategy is based on an extensive evidence base which has informed its Strategic Framework, with a strong focus on supporting businesses, developing infrastructure and vibrant communities, and building human capital and skills in order to improve connectivity to markets and jobs for economic growth. We recognise that Olympia Park, Kellingley and Sherburn 2 will be our main employment development sites.
- 7.2 However, the District's local economy functions in a very complex manner, sharing many linkages with neighbouring authorities from the supply of skilled labour to leisure and retail activities. Understanding how this economy functions will be critical to ensure that the activities identified in the Action Plan help to deliver a more diverse, sustainable economy that encourages growth, and better meets the needs of Selby District residents.
- 7.3 It is vital, therefore, that our Strategy also incorporates and reflects the needs and priorities of key partners. One of the most important roles for the Council in coordinating the delivery of this Strategy will be ensuring that these internal and external stakeholders recognise and share the same economic ambitions for the District as we do
- 7.4 This places an even greater emphasis on the need for collaborative activities and the pooling of resources, where relevant, in order to promote a prioritised investment approach with clear outcomes, in addition to positioning the strategy in the best light to compete for any new funding sources as they arise through future Government policy initiatives. Whilst the Government's consultation on what additional responsibilities will be given to local authorities as part of the introduction of the full business rates retention scheme, there may be opportunities for this extra local income to be invested in services that support local economies and drive local economic growth.
- 7.5 Our Strategy complements the strategic priorities of both LEPs; the framework set out in this document will enable the District to be a more active participant within both LEPs and make a stronger case for funding. Selby is identified by YNYER LEP as one of its 'Growth Towns'; there is, therefore, a need to develop a multi-dimensional investment plan for Selby focused on spatial planning, housing and employment to maximise growth potential. Our Strategy recognises and supports both this and the notion that Olympia Park, Drax, and the enterprise parks at Sherburn can be drivers for growth.
- 7.6 National policy is progressively supporting local authorities in a drive to boost productivity and achieve **local economic growth**. Selby District has a resilient economy with many of the assets required to achieve this: excellent transport links; a highly skilled resident population; unique locations; and strengths in sectors such as energy and the manufacture of food, drink and non-metallic mineral products, which demonstrate high levels of productivity and potential for innovation, competitiveness and increased trade.
- 7.7 With this document, we aim to place economic strategy at the core of the Council's corporate approach to policy-making and investment planning; its vision builds on those in the Core Strategy and the Council's Corporate Plan, and seeks to create a District which is thriving, prosperous and welcoming for our businesses, residents and visitors alike. Its adoption will provide a clear direction for promoting and sustaining economic growth in the future through the Local Enterprise Partnerships and the Northern Powerhouse ambitions.

## 8.0 Glossary of Terms

<b>BRES</b>	Business Register and Employment Survey
<b>DCLG</b>	Department for Communities and Local Government
<b>DEFRA</b>	Department for Environment and Rural Affairs
<b>EAFRD</b>	European Agricultural, Fisheries and Rural Development
<b>ERDF</b>	European Regional Development Fund
<b>ESIF</b>	European Structural Investment Fund
<b>ESF</b>	European Social Fund
<b>FEA</b>	Functional Economic Area
<b>GI</b>	Green Infrastructure
<b>Ha</b>	Hectares
<b>KPI</b>	Key Performance Indicator
<b>LCR</b>	Leeds City Region
<b>LEP</b>	Local Enterprise Partnership
<b>LGC</b>	Legal & General Capital
<b>LTP4</b>	Local Transport Plan 4
<b>NNDR</b>	National Non-Domestic Rates
<b>NYYC</b>	North Yorkshire County Council
<b>ONS</b>	Office for National Statistics
<b>SEP</b>	Strategic Economic Plan
<b>SMEs</b>	Small and Medium Sized Enterprises
<b>STEP</b>	Selby Town Enterprise Partnership
<b>TfN</b>	Transport for the North
<b>UKTI</b>	UK Trade & Investment
<b>YNYER</b>	York, North Yorkshire and East Riding



*This page has been left intentionally blank*

DRAFT



**Selby District Council**

Civic Centre  
Doncaster Road  
Selby  
North Yorkshire  
YO8 9FT  
(01757) 705101

**Annex A:  
Selby District  
Economic Development Strategy  
Action Plan 2016-2020 and beyond  
[Final Consultation Draft  
– June 2016]**

<b>Contents</b>	<b>Page</b>
<b>Foreword</b>	<b>2</b>
<b>Strategic Framework</b>	<b>3</b>
<b>Strategic Priority 1:</b> Making Selby District a great place for enterprise and business growth	<b>5</b>
<b>Strategic Priority 1 actions</b>	<b>8</b>
<b>Strategic Priority 2:</b> Making Selby District a great place to live and work	<b>13</b>
<b>Strategic Priority 2 actions</b>	<b>16</b>
<b>Strategic Priority 3:</b> Making Selby District a great place to achieve your potential	<b>19</b>
<b>Strategic Priority 3 actions</b>	<b>22</b>
<b>Priority Next Steps</b>	<b>24</b>
<b>Glossary of Terms</b>	<b>25</b>

<b>List of Figures</b>	<b>Page</b>
<b>Figure 1</b> Strategic Framework	<b>4</b>
<b>Figure 2</b> Selby District and the Northern Powerhouse: Strategic Infrastructure and Key Industrial Sectors	<b>11</b>
<b>Figure 3</b> Indicative Growth Zones	<b>12</b>

## Foreword

[to be added]

DRAFT

## Strategic Framework

Our Selby District Economic Development Strategy 2016-2020 and beyond seeks to complement the overarching objectives set out in the Selby District Core Strategy and the Council's Corporate Plan.

Figure 1 (see *overleaf*) sets out the strategic framework for our Strategy and highlights the close interrelationship between each of its three priorities, which are focused on the ambition of '**Making Selby a great place...**':

- **for enterprise and business growth** - attract investment, support business and target priority sector growth
- **to live and work** - develop vibrant communities with a quality housing, retail and leisure offer
- **to achieve your potential** - develop a skilled and responsive workforce.

Forging strong and collaborative relationships with key delivery partners will be a critical component to the wider benefit and long-term success of our Strategy, as there are a limited range of interventions that the Council can make directly by itself; this has been recognised by the identification of indicative partner organisations<sup>1</sup> and the subsequent inclusion of priorities and actions (where relevant) from their strategies and/or business plans.

Our Strategy's priorities are each underpinned by a series of distinct objectives, which have then been further developed into a series of short, medium and long-term actions. Prioritisation of these actions allows initial focus to be given to the short-term goals over the next two years (until March 2018); achievement of these goals will then, in turn, support and subsequently enable the development and delivery of the medium-term actions by the end of the Strategy in 2020.

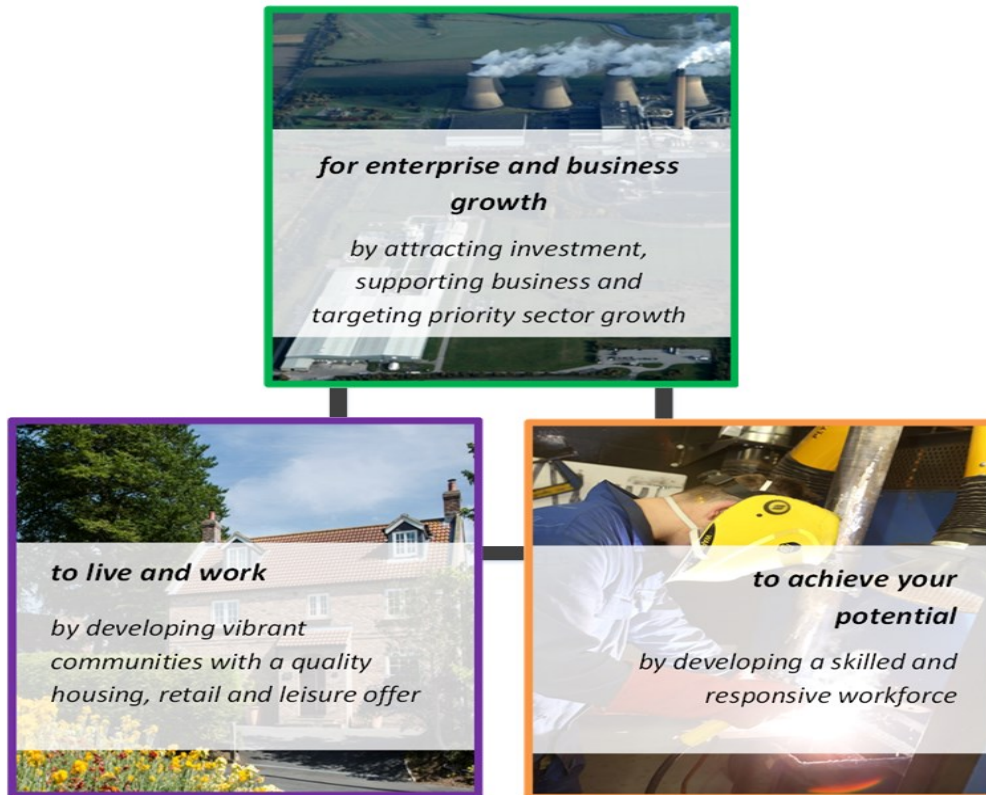
Whilst some of the identified actions have been classified as long-term (i.e. achievement beyond the timeframe of the 2016-2020 Strategy), they have still been included in this plan in order to provide direction for the longer-term economic aspirations and expectations for the District.

---

<sup>1</sup> Appendix 3 – Indicative Key Delivery Partners

**Figure 1: Strategic Framework**

Making Selby District a great place...



### ... for enterprise and business growth

#### Objectives

- 1a) Seek to develop the necessary physical infrastructure to unlock economic growth
- 1b) Attract new business investment to create employment opportunities in priority sectors
- 1c) Engage with indigenous businesses to support growth and resilience

### ... to live and work

#### Objectives

- 2a) Develop a long-term programme of market town regeneration and rural diversification to boost the visitor, leisure and night-time economy
- 2b) Align housing requirements to economic ambitions to create sustainable communities
- 2c) Protect and promote Green Infrastructure
- 2d) Understand the ongoing impacts of climate change and sustainable development to foster business resilience and assurance

### ... to achieve your potential

#### Objectives

- 3a) Increase apprenticeship and vocational training opportunities to meet current and future workforce development needs
- 3b) Support unemployed adults in gaining suitable skills and achieving sustainable work
- 3c) Identify and seek to address existing transport barriers to learning and employment



Making Selby District a great place for enterprise and business growth  
by attracting investment, supporting business and targeting priority sector growth

### STRATEGIC PRIORITY I

#### Why is this a priority?

National policy is progressively supporting local authorities in a drive to boost productivity and achieve local economic growth. Selby District has many of the assets required to achieve this; excellent transport links, a highly skilled resident population, unique locations, and strengths in sectors with above average productivity. Priority I seeks to harness the strengths of the District and provide the necessary direction to enable and achieve sustainable local growth.

Although growth in some sectors such as transport and logistics has been predominantly market-led in recent years, there are clear and distinct strengths and real opportunities for the District's economy with regards to the energy, logistics and manufacturing sectors, which have further and additional potential for future growth.

Analysis of the District's key employment sites<sup>2</sup> has shown that there is currently a constrained supply of 'market ready', sector-focused sites and viable employment land; further efforts to develop these sites and land will better enable the District to meet the needs of potential inward investors in addition to those of its indigenous businesses seeking to expand and grow.

Self-employment and sole proprietors are prevalent across the District, in addition to a concentration of large corporations that mainly supply UK markets. This is marked and distinctive when compared to the broader YNYER and LCR LEP areas, and as such requires specific, targeted responses to be implemented.

A business consultation exercise<sup>3</sup> undertaken in 2015 highlighted a number of mutual issues which the Council and its partners will need to address in order to meet the expectations of the District's indigenous businesses. These included concerns around recruitment and retention of high-level skilled workers; availability of a local labour supply; broadband connectivity; lack of public transport; housing development locations; perceived communication issues (especially with regard to the Council's planning function); and a need to adopt a more 'pro-active' approach to identifying and supporting the needs of local companies.

The Core Strategy<sup>4</sup> recognises the continued importance of the energy sector to the District. Both Drax and Eggborough Power Stations are major local employers with direct connections to the National Grid; Drax is transforming itself into a predominantly biomass-fuelled generator through use of sustainable biomass in place of coal. It is important to gain a more detailed understanding of Selby District's vital future role in regional and UK energy sustainability in order to identify any opportunities this may provide.

Links to the following objectives in the Selby District Core Strategy:

3, 6, 7, 9, 15

<sup>2</sup> Annex E - Selby District Key Employment Sites (November 2015)

<sup>3</sup> Annex F – Selby District Key Companies Profile (November 2015)

<sup>4</sup> Selby District Core Strategy (2013) – available from: <http://www.selby.gov.uk/adopted-core-strategy>



### Are there any risks?

- A failure to produce robust growth and investment strategies to take account of the development of the District's priority sectors and associated infrastructure requirements, will lead to further market-led growth that may potentially become unsustainable.
- Failing to develop and establish a positive client relationship management function could see existing indigenous businesses choosing to relocate outside of the District and the loss of potential inward investors to other areas.

### What will we do?

- Develop a planned, strategic response to delivering the necessary infrastructure for priority sector growth
- Carefully manage the current supply of available development land at key employment sites (Olympia Park, Sherburn 2 and Kellingley), to support indigenous business growth and inward investment in priority sectors
- Explore the economic potential of Tadcaster with regard to market demand for employment sites, taking into consideration land already allocated at both Sherburn Enterprise Park and Sherburn 2
- Deliver a strategic portfolio of 'development ready' employment sites capable of supporting targeted growth in priority sectors
- Establish a 'key account' relationship management function within the Council to work closely with existing large employers and potential inward investors to understand their needs, challenges and opportunities
- Encourage entrepreneurial spirit through brokered business support and advice for start-up and existing SMEs, enabling them to access guidance and funding to grow their business
- Foster a greater awareness and understanding of the District's unique contribution to sustainable development and national carbon reduction, creating capacity to play a more proactive role in green energy/low carbon regional discussions.

### How will we know if we are successful?

- An established reputation for the District as being "open for business"
- Greater retention of our highly skilled workforce
- Increased concentration of employment in high value sectors, reducing reliance on a minority of very large companies
- Increased business rates revenue
- Employment growth in SMEs
- Number of business start-ups supported
- Levels of inward investment enquiries and value of inward investment attracted
- Increased employment rates
- Increased average wages within the District
- % of the District with access to higher speed broadband services.



Sherburn Enterprise Park

Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION			INDICATIVE PARTNERS		INDICATIVE TIMESCALE
<b>Objective 1a: Seek to develop the necessary physical infrastructure to unlock growth</b>					
1	Undertake detailed infrastructure studies at key current and potential designated employment sites, considering road, rail, water, and other servicing requirements, alongside the associated needs of priority sectors. (see figure 2)				
1a	Work with partners to complete a feasibility study for the Kellingley Colliery site, and consider its potential use as a catalyst to unlock a long-term supply of sustainable employment land around Junction 34 of the M62.				
1b	Develop a Masterplan to enhance transport infrastructure and improve public transport on and around the A162 in order to alleviate current labour market challenges and maximise connections between Sherburn Enterprise Park, Sherburn 2 and Gascoigne Wood.				
1c	Develop a policy position for PLAN Selby with regard to former mine sites; consider potential future use of airfields and mine locations as employment sites (see figure 3 on p.10), including Church Fenton airfield, Burn airfield, Riccall mine, Stillingfleet mine and Wistow mine.				
1d	Explore the market demand for additional employment sites in Tadcaster, taking into account existing employment land already allocated at Sherburn.				
2	Monitor long-term capacity on A19 and A63 major road networks and consider future business case for dualling and/or enhanced traffic management.				
3	Conduct a review of office accommodation and business parks, to assess suitability for high value employment linked to priority growth sectors. Re-establish the 'Sites and Premises Register' to facilitate an up-to-date record of availability across the District.				
4	Work proactively with the 'Superfast North Yorkshire' programme to ensure that key employment sites and businesses have access to superfast broadband provision.				

Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION				INDICATIVE PARTNERS	INDICATIVE TIMESCALE
<b>Objective 1b: Attract new business investment to create employment opportunities in priority sectors</b>					
<b>5</b>	<b>Develop an Economic Growth Zone Strategy</b> (see figure 3 on p.12) <b>to coordinate the development of identified priority sectors.</b>			Leeds City Region LEP YNYER LEP	
5a	As part of broader LEP objective to develop a 'biovale', explore the potential of establishing the A19 and Olympia Park as a regional corridor for the 'spinning out' of bioscience/agri-tech businesses entering the production/manufacture stage.			YNYER LEP	
5b	Build on existing sectoral strengths and locational advantages to develop Sherburn, Tadcaster and the western edge of Selby District with a focus upon manufacturing, advanced manufacturing and distribution/logistics.				
5c	Reinforce links between the south/south east of Selby District and the 'Humber Energy Estuary' programme, building upon its close proximity to the Humber ports and the M62 road network to enhance existing strengths in energy generation and processing/manufacturing.			East Riding of Yorkshire Council Humber LEP	
5d	Support Screen Yorkshire's exciting plans to grow their film/media operations, pursuing opportunities to expand floor space requirements as they arise, and to develop 'creative clusters' that will act as an important supply chain.				
<b>6</b>	<b>Assemble available funding to create 'packages' to unlock identified growth corridors and employment sites.</b>				
6a	Identify how business rates and asset receipt retention policies might be innovatively used to support investment plans.				
6b	In conjunction with the YNYER LEP consider the feasibility of submitting a future application for a Selby District 'Rural Enterprise Zone', or for the inclusion of key sites within a broader sub-regional LEP-led application.			YNYER LEP	
<b>7</b>	<b>Engage on a proactive and ongoing basis with UKTI (UK Trade &amp; Investment) and LEP inward investment networks/officers, particularly on 'big ticket' and shared strategic projects.</b>			Leeds City Region LEP YNYER LEP UKTI	
<b>8</b>	<b>Establish closer alignment between SDC economic development and strategic planning functions in order to ensure a coordinated offer/approach is provided to businesses, investors and developers.</b>				

Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION				INDICATIVE PARTNERS	INDICATIVE TIMESCALE
<b>Objective 1b cont: Attract new business investment to create employment opportunities in priority sectors</b>					
9	Lobby for improved rail infrastructure and services to support the District's logistics and energy hub corridors in line with Northern Powerhouse ambitions to improve connections between cities and improve productivity.			Leeds City Region LEP YNYER LEP Train operators	
9a	Develop plans to address potential capacity issues at key passenger rail stations/gateways across the District including Selby, in line with projected housing growth.				
<b>Objective 1c: Engage with indigenous businesses to support business growth and resilience</b>					
10	Establish a 'key account' relationship management approach to build effective and trusting relationships between SDC and the District's large employers/prominent businesses.				March 2017
11	Work with LEPs to employ an internal Business Advisor to work with start-up and existing SMEs, enabling them to access support, advice and funding to grow their business.			Leeds City Region LEP YNYER LEP	December 2016
11a	Investigate the need for small business start-up space in service centres and rural locations to promote sustainable development and support rural diversification.				March 2017
12	Set up a specific section/page on the SDC website that will provide a 'one stop shop' for businesses in the District, providing signposting to relevant advice, funding and events. (Links to action 12)				March 2017
13	Create and embed a close working relationship with Drax Power and Eggborough Power through key account management processes (see action 11) and ensure that local SMEs have access to expertise and funding to support environmental resilience (see action 12).				
14	Create a regular schedule of business networking events to engage large employers and SMEs (e.g. Business Breakfasts, Meet the Buyer, local business groups), highlighting relevant national/regional/local topics, and showcasing emerging investment/growth opportunities within the District.				March 2017

**Figure 2: Selby District and the Northern Powerhouse – Strategic Infrastructure and Key Industrial Sectors**

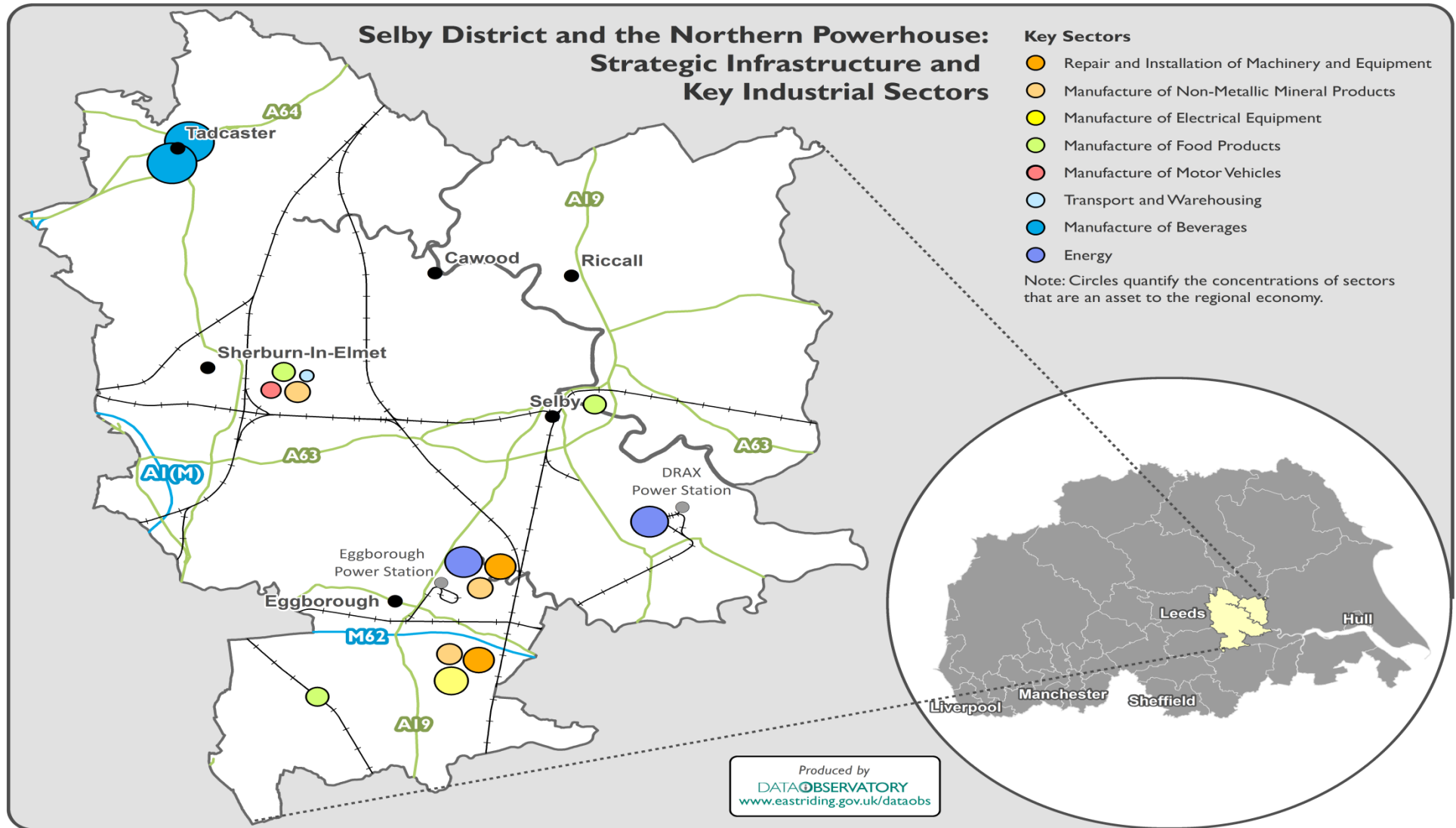
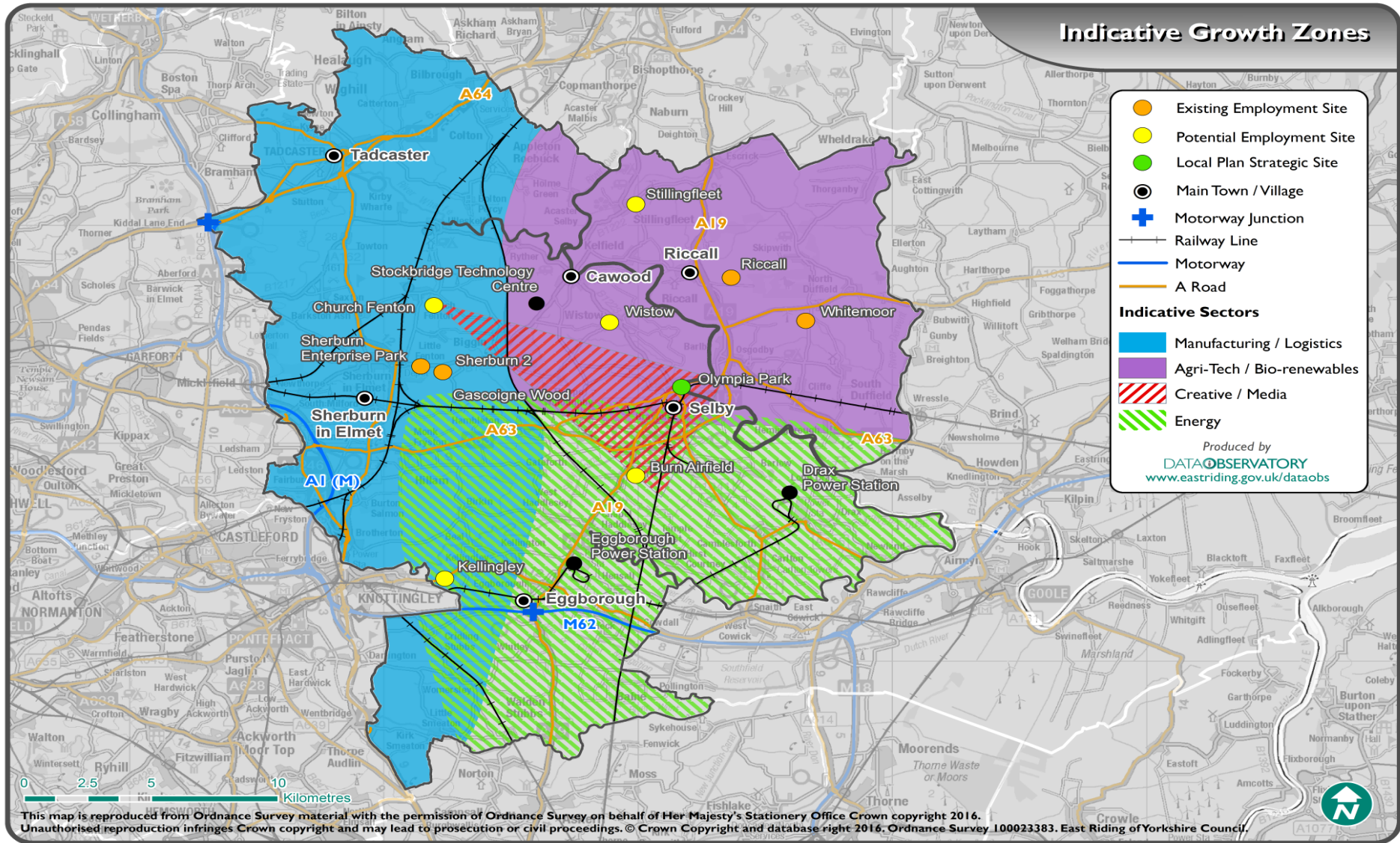


Figure 3: Indicative Growth Zones





Making Selby District a great place to **live and work**  
by developing vibrant communities with a quality housing, retail and leisure offer

## STRATEGIC PRIORITY 2

### Why is this a priority?

Selby District's picturesque rural landscape and range of housing offer means there is a strong demand for housing, as properties tend to be more affordable than some of its neighbouring authorities. Ensuring that the housing market meets the needs, preferences and aspirations to attract and retain people with relevant and appropriate skills is essential to the effective functioning of a modern local economy and will help to attract and retain workers and investors to the District.

Selby is identified by YNYER LEP as one of its 'Growth Towns'. The Core Strategy outlines that the majority of new employment land and housing allocation planned for the town is centered on Olympia Park; there is, therefore, a need to develop a multi-dimensional investment plan for Selby focused on spatial planning, housing and employment to maximise growth potential, stimulate the regeneration of former industrial land, and improve green spaces.

The Core Strategy highlights that housing and economic growth in Tadcaster has not kept pace with other parts of the District, which is undermining its role as a local service centre. Exploring the market demand for additional employment sites in Tadcaster and revitalising the town centre are, therefore, important aims for this strategy. Improving the vitality of its retail centre is also an aspiration for Sherburn-in-Elmet alongside ensuring the availability of an affordable and sustainable housing offer to meet the recent significant employment growth in the area.

The Selby Retail and Leisure Study (draft)<sup>5</sup> and the Selby District Market Towns Study<sup>6</sup> proposed a series of recommendations to improve the performance and viability of Selby, Tadcaster and Sherburn-in-Elmet including the identification of new leisure facilities and tourist attractions and improvements to marketing and public realm. The evidence base<sup>7</sup> identified residents' relatively high levels of disposable income, accentuating the need to improve the visitor/leisure/night-time economy<sup>8</sup> offer in order to retain higher levels of local spend from both residents and visitors alike.

The Government's Building Better Places report<sup>9</sup> acknowledged that quality of life, prosperity, health and wellbeing of an individual are heavily influenced by the 'place' in which they live or work. The importance of Green Infrastructure (GI)<sup>10</sup> was highlighted, particularly with regard to its role in improving the sustainability and resilience of built environments as well as in the delivery of wider social benefits, including improved health outcomes.

Links to the following objectives in the Selby District Core Strategy:

1, 2, 4, 5, 10, 11, 12, 13, 14, 15, 16, 17

<sup>5</sup> Selby Retail and Leisure Study (2015, draft) – available from: <http://www.selby.gov.uk/retail-commercial-and-leisure-study>

<sup>6</sup> Selby District Market Towns Study (2015) – available from: <http://www.selby.gov.uk/market-towns-study-selby-sherburn-elmet-and-tadcaster>

<sup>7</sup> Annex B – Selby District Economic Profile (November 2015)

<sup>8</sup> **Night-Time Economy** is defined as “the time period between 6pm and 6am and covers a wide range of activity in town and city centres (including pubs and bars, cafes restaurants, cinemas, theatres, events and retail), which combine to create a centre offer ‘after dark’, manifesting an economy that has its own unique qualities and is distinct from the ‘day-time’”. “*The Evening and Night-Time Economy – Realising the Potential for Destination Organisation*”, Visit England and The Association of Centre Management, September 2012.

<sup>9</sup> Building Better Places (2016) – available from: <http://www.publications.parliament.uk/pa/ld201516/ldselect/ldbuilt/100/100.pdf>

<sup>10</sup> Green Infrastructure is a broad term which can encompass green open spaces such as parks, trees, gardens, green roofs, and spaces associated with the capture and dispersal of rainwater



### Are there any risks?

- A failure to implement a strategic, planned approach to housing location and allocation that complements the development of planned employment growth sites (e.g. Sherburn-in-Elmet) will ultimately lead to stunted economic growth and less resilient communities, compounding commuter and shopping/leisure outflow by residents.
- A continued passive approach to town-centre regeneration and development of their retail/night-time/visitor economies will result in additional ‘leakage’ of wealth and disposable spend out of the District to enhanced offerings in neighbouring areas.

### What will we do?

- Develop a long-term programme of regeneration and investment, through the establishment of regeneration partnerships, to enhance the vibrancy, attractiveness, retail, and High Street offers of Selby, Tadcaster and Sherburn-in-Elmet
- Develop a multi-dimensional investment plan for Selby focused on spatial planning, housing and employment to maximise growth potential
- Develop a ‘visitor economy’ offer that celebrates the heritage and culture of the District by fully capitalising on attractions such as Selby Abbey, Selby Leisure Village and Tadcaster’s brewing heritage in order to capture and retain local and visitor spend
- Support the growth of a strong cultural provision by providing high level events to showcase our heritage, aviation and brewing history and promote access to sporting and green space activities
- Facilitate the creation of an enhanced night-time economy through investigating the potential development of bars, restaurants and a cinema, alongside other recreational facilities and themed community nights or events
- Support implementation of the Selby District ‘Local Food and Drink Plan’ to create a more entrepreneurial and locally focused agricultural sector that focuses upon local food sourcing/traceability and the reduction of food road miles/carbon footprint
- Support the delivery of housing allocations which have been strategically planned through the Core Strategy
- Utilise the findings of the draft Green Infrastructure (GI) Study to set minimum standards for provision and management in local plans and develop a policy position to recognise its wider economic, health and social benefits
- Target international, national and regional resources to support the District's unique and significant contribution to future energy security and sustainability.

### How will we know if we are successful?

- An improved vitality and viability of our town centres
- Completion of Regeneration Strategies for Selby, Tadcaster and Sherburn-in-Elmet
- Completion of a Tourism and Cultural Strategy
- Increased footfall and visitor spend
- Increased number of day and overnight visitors
- Volume of applications and amount of grants awarded through the High Street Fund.

### Tour de Yorkshire, Selby



Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION				INDICATIVE PARTNERS	INDICATIVE TIMESCALE
<b>Objective 2a: Develop a long-term programme of market town regeneration and rural diversification to boost the visitor, leisure and night-time economy</b>					
15	<b>Building on the findings of the Market Towns Study, develop regeneration strategies for Selby, Tadcaster and Sherburn-in-Elmet, celebrating and developing their unique characters and identities, linked to a broader ‘Selby District’ branding approach.</b>			Town Councils Private Sector Tadcaster & Rural CIC Selby Big Local	
15a	Establish town regeneration partnerships, or build upon existing structures, in Selby, Tadcaster and Sherburn-in-Elmet and equip them with the necessary financial/officer resources to deliver projects, providing a focus for wider stakeholder engagement.			Town Councils Private Sector Tadcaster & Rural CIC Selby Big Local	March 2017
15b	Support the implementation of the Selby Local Food & Drink Plan (SLFDP) through the promotion of markets and events (e.g. food festivals) and by increasing awareness of the opportunities to produce and sell locally.			Tadcaster & Rural CIC SLFDP Partnership	March 2018
16	<b>Develop a Masterplan for the Olympia Park site. (links to action 6)</b>				
16a	Ensure that Olympia Park is appropriately connected to Selby town centre via the development of walking, cycling, and vehicle routes so that new residents are able to easily access the town, reducing any unnecessary journeys outside of the District.				
17	<b>Support the development of diverse and vibrant high streets in Selby, Tadcaster and Sherburn, with mechanisms (e.g. NNDR reliefs) to attract the missing retail and leisure and accommodation offer to achieve this.</b>				
17a	Create a High Street Fund (providing direct grants to retail businesses) that will support improvements to shop fronts, signage, lighting and community facilities.				
18	<b>Build on the findings of the Retail &amp; Leisure and the Market Towns Studies to produce a Business and Tourism Accommodation Study to enable proactive discussions with prospective hotel developers.</b>			Welcome to Yorkshire	
19	<b>Produce a responsive Car Parking Strategy that will cater for the differing requirements of town centre visitors/users and support the broader retail economy.</b>				
20	<b>Facilitate the creation of an enhanced night-time economy through investigating the potential development of bars, restaurants and a cinema, alongside other recreational facilities and themed community nights or events.</b>			Welcome to Yorkshire	

Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION				INDICATIVE PARTNERS	INDICATIVE TIMESCALE
<b>Objective 2a cont: Develop a long-term programme of market town regeneration and rural diversification to boost the visitor, leisure and night-time economy</b>					
21	<b>Build upon key tourism and cultural assets in the District, maximising the opportunities afforded by its close proximity to York and Leeds, in order to enhance tourist provision and create genuine half day, sub-regional visitor destinations.</b>			Welcome to Yorkshire	
21a	Develop an innovative Tourism & Culture Strategy building upon key tourism assets in Selby, Tadcaster and Sherburn-in-Elmet.				
21b	Support the growth of a strong cultural provision by providing high level events to showcase our heritage, aviation and brewing history and promote access to sporting and green space activities.				
<b>Objective 2b: Protect and promote Green Infrastructure and align housing requirements to economic ambitions to create sustainable communities</b>					
22	<b>Utilise the findings of the draft Green Infrastructure (GI) Study to set minimum standards for GI provision and develop a policy position to recognise its wider economic, health and social benefits.</b>				
22a	Identify suitable sources of funding to improve the appeal and accessibility of the public realm through enhanced signage, heritage interpretation provision, and an ongoing series of community/cultural events.				
23	<b>Develop a strategy to consider the ongoing economic aspects of affordable housing delivery, paying close heed to local market conditions and business/employee need (e.g. Sherburn Enterprise Park).</b>				
24	<b>Ensure that developers include and adhere to specific agreements to provide sufficient local amenities, labour, services, affordable housing, sustainable mix of homes and sustainable transport options in any planned housing and or employment land developments.</b>				

Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION			INDICATIVE PARTNERS		INDICATIVE TIMESCALE
<b>Objective 2c: Understand the ongoing impacts of climate change and sustainable development to foster business resilience and assurance</b>					
25	Develop a strategy/policy to increase understanding of Selby District's importance in a national energy sustainability and security context, working with industry to lobby for appropriate recognition and resource to perform this duty.				
26	Commission a green energy study to identify public and private sector low-carbon schemes, projects and initiatives to support the District's transition to a low carbon economy (e.g. Southmoor Energy Centre, Biomass, interdependencies between priority sectors).				
27	Support implementation of the Selby District 'Local Food and Drink Plan' to create a more entrepreneurial and locally focused agricultural sector that focuses upon local food sourcing/traceability and the reduction of food road miles/carbon footprint.				



Making Selby District a great place to achieve your potential  
by developing a skilled and responsive workforce

### STRATEGIC PRIORITY 3

#### Why is this a priority?

The District's local economy functions in a very complex manner, sharing many linkages with neighbouring authorities including the supply of skilled labour. Understanding how this economy functions will be critical to ensure that the activities identified throughout this Action Plan help to deliver a more diverse, sustainable economy that encourages growth and better meets the needs of Selby District residents.

The supply of well-educated and skilled labour is a key asset for any area, which if fully utilised can help to drive the area's productivity and business growth; analysis<sup>11</sup> of the education and skills levels of residents within Selby District shows high levels of achievement on the whole. This has led to sizable levels of labour exchange with neighbouring areas on an inward (Wakefield, East Riding) and outward (Leeds, York) basis and has resulted in Selby District having the lowest labour market self-containment level in the Yorkshire & Humber region.

Although, to an extent, this is inevitable when considering a relatively small rural district surrounded by large urban neighbours, there is an opportunity to reverse this trend by creating higher-value jobs in the District, and aligning training provision to these current/future opportunities.

As highlighted in the Selby District Economic Profile, in spite of the fact that apprenticeships have been a cornerstone of the government's further education and skills agenda in recent years, the percentage of the working-age population in Selby with a trade apprenticeship qualification has more than halved during the last ten years from 9.8% to 5.5%.<sup>12</sup>

As previously noted, a business consultation exercise<sup>13</sup> undertaken in 2015 highlighted a number of mutual issues which the Council and its partners will need to address in order to meet the expectations of the District's indigenous businesses. These included concerns around difficulties in attracting high-level skilled workers, the availability of a local labour supply, and lack of public transport; the latter two were especially prevalent in Sherburn, where local businesses felt these factors impacted on their ability to retain staff.

Links to the following objectives in the Selby District Core Strategy:

8, 9

<sup>11</sup> Annex B – Selby District Economic Profile (November 2015)

<sup>12</sup> Annual Population Survey, Nomis (December 2015)

<sup>13</sup> Annex F – Selby District Key Companies Profile (November 2015)

### **Are there any risks?**

- A failure to intervene and mitigate existing local transport problems could continue to impede residents' opportunities to access work and learning, particularly in rural areas.
- Unemployed or inactive adults, centred in pockets of deprivation across the District, may also become further isolated from the jobs market if they are unable to access apprenticeship and vocational training.
- Failure to develop a suite of higher-level (4&5) 'management' apprenticeships, aimed specifically aimed at the District's SMEs with the potential for future growth, could result in the further loss of skilled labour to neighbouring areas.

### **What will we do?**

- Work with Selby College and other local training providers to devise a coherent approach to link available apprenticeship and vocational training provision to the workforce development requirements of the District's priority sectors
- Develop targeted skills programmes to assist unemployed and inactive adults to achieve sustainable work
- Work with strategic partners to develop joint services and approaches for increasing employment in the District
- Work with strategic partners to identify the main health barriers preventing local residents from accessing learning and employment opportunities
- Investigate and seek to develop sustainable solutions to local and public transport problems that impede access to employment and learning opportunities, particularly in rural areas (i.e. Sherburn Enterprise Park).

### **How will we know if we are successful?**

- Increased awareness amongst employers and individuals of the value of investing in skills
- Increased cross district and boarder collaboration on common sector and workforce development issues
- Increased number of local residents undertaking education & training
- Increased number of local residents achieving qualifications
- Increased employment rates and lower unemployment rate
- Lower jobseekers' allowance claimant rate
- Lower out of work benefit claimant rate.



Student at Selby College



Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION				INDICATIVE PARTNERS	INDICATIVE TIMESCALE
<b>Objective 3a: Increase apprenticeship and vocational training opportunities to meet current and future workforce development needs</b>					
29	Produce a skills needs assessment to benchmark current/future skills level requirements across this Strategy's priority sectors.			Selby College Jobcentre Plus	
30	Work with inward investors and prominent employers across the District to identify any ongoing/future skills needs, and develop appropriate and specific training interventions alongside partner organisations. (Links to actions 11).			Selby College Jobcentre Plus	
31	Develop a suite of higher-level (4&5) 'management' apprenticeships, aimed specifically aimed at the District's SMEs with the potential for future growth.			Selby College	
32	Proactively market apprenticeship and vocational training opportunities at micro-businesses, SMEs, sole-proprietors and self-employed individuals through a Business Advisor and a supporting series of events. (Links to actions 11-15)			Selby College Jobcentre Plus	
<b>Objective 3b: Support unemployed adults to gain suitable skills and achieve sustainable work</b>					
33	Develop a promotional campaign to encourage local businesses to provide work experience/volunteering placements.			Selby College	
34	Work with Selby College and other local training providers to devise a bespoke training programme aimed at unemployed and inactive adults to improve basic employability and priority sector-specific skills.			Jobcentre Plus	
35	Build a mutually productive relationship with Jobcentre Plus to understand how its key employment programmes and flexible support funding can be utilised to support unemployed/inactive adults in the District.			Jobcentre Plus	
<b>Objective 3c: Identify and seek to address existing health and transport barriers to learning and employment</b>					
36	In conjunction with Jobcentre Plus and the Director of Public Health for North Yorkshire seek to identify the main health barriers preventing local residents from accessing learning and employment opportunities.			NYCC Jobcentre Plus Selby College	
36a	Develop joint action plan			NYCC Jobcentre Plus Selby College	

Short Term	by March 2018	Medium Term	by December 2020	Long Term	2021 and onwards
ACTION			INDICATIVE PARTNERS	INDICATIVE TIMESCALE	
<b>Objective 3c cont: Identify and seek to address existing health and transport barriers to learning and employment</b>					
37	Investigate the feasibility of implementing a 'Wheels to Work' scheme to provide accessible transport options to young people/adults wishing to access employment and/or learning opportunities, and explore the potential of other community and employer transport schemes.				
38	Bring local anchor institutions and key employers together to explore the potential of joint subsidies for local transport provision linking key housing settlements and employment sites.				
39	Facilitate the creation of a working group of local employers and public sector partners at Sherburn Enterprise Park to discuss ongoing labour market challenges, and jointly liaise with bus/rail operators to commission sustainable and mutually beneficial solutions.				
40	Work with Selby College and other 16+ education providers to measure and monitor the volume of local residents undertaking education & training and achieving qualifications, including their onward destinations; this will enable an improved understanding of travel to learn and work patterns in addition to skills retention within the District's boundary.			Selby College NYCC Schools with 16+ provision Jobcentre Plus	

## Priority Next Steps

1. Agree and embed the strategic framework set out in the Economic Development Strategy within Selby District Council.
2. Determine the structure and resources required internally to act as lead advocates for economic development within the Council, to commission and deliver work that will implement the strategic priorities and objectives set out in this strategy.
3. Establish Selby District Economic Forum, a partnership of internal officers and key stakeholders (LEPs, NYCC, Selby College, private sector, voluntary and community sector) in order to promote the Economic Development Strategy and ensure both awareness and early buy-in for delivery.
4. Give consideration to transforming the Selby District Economic Profile into an interactive online tool that can be readily updated in a timely and consistent manner and, therefore, utilised by officers, members and partners to effectively monitor Selby District's economy and inform complementary plans, strategies and funding applications.
5. Give consideration to creating an Economic Development reserve budget which can be utilised to assist in funding or part (match) funding projects identified in the action plan.

## Glossary of Terms

<b>BRES</b>	Business Register and Employment Survey
<b>DCLG</b>	Department for Communities and Local Government
<b>DEFRA</b>	Department for Environment and Rural Affairs
<b>EAFRD</b>	European Agricultural, Fisheries and Rural Development
<b>ERDF</b>	European Regional Development Fund
<b>ESIF</b>	European Structural Investment Fund
<b>ESF</b>	European Social Fund
<b>FEA</b>	Functional Economic Area
<b>GI</b>	Green Infrastructure
<b>Ha</b>	Hectares
<b>KPI</b>	Key Performance Indicator
<b>LCR</b>	Leeds City Region
<b>LEP</b>	Local Enterprise Partnership
<b>LGC</b>	Legal & General Capital
<b>LTP4</b>	Local Transport Plan 4
<b>NNDR</b>	National Non Domestic Rates
<b>NYCC</b>	North Yorkshire County Council
<b>ONS</b>	Office for National Statistics
<b>SEP</b>	Strategic Economic Plan
<b>SLFDP</b>	Selby Local Food & Drink Plan
<b>SMEs</b>	Small and Medium Sized Enterprises
<b>STEP</b>	Selby Town Enterprise Partnership
<b>TfN</b>	Transport for the North
<b>UKTI</b>	UK Trade & Investment
<b>YNYER</b>	York, North Yorkshire and East Riding

*This page has been left intentionally blank*

DRAFT



**Selby District Council**

Civic Centre  
Doncaster Road  
Selby  
North Yorkshire  
YO8 9FT  
(01757) 705101

# Selby District Council

## REPORT

Reference: E/16/10

Public



**To:** Executive  
**Date:** 12 July 2016  
**Status:** Key decision  
**Report Published:** 4 July 2016  
**Author:** Drew Fussey – Business Development Officer  
**Executive Member:** Cllr Cliff Lunn  
**Lead Officer:** June Rothwell

**Title:** Co-location at the Civic Centre with North Yorkshire Police

### 1.0 Summary:

1.1 This report provides details of the proposed Co-location of North Yorkshire Police (NYP) at Selby District Council Civic Centre. It explains the capital investment and revenue opportunities of a two storey extension, long term lease of office space and other key considerations to ensure the co-location is successful.

### 2.0 Recommendations:

- I. The Executive approve the proposal subject to the approval of Council for the drawdown of up to £415,000 from business development reserves and the completion of the necessary legal agreements.
- II. To authorise the Director of Corporate Services and Commissioning, in consultation with Lead Member for Finance and Resources, Chief Finance Officer and Solicitor to the Council to enter into the detailed legal and financial contracts to enable the co-location based on Option 2 as first preference. If option 2 cannot be negotiated with mutually beneficial terms, then option 1 to be pursued.

## **2.1 Reasons for recommendations**

- 2.2 To enable the Director of Corporate Services and Commissioning to enter the detailed legal and financial agreements to progress the co-location proposal to a satisfactory outcome for the Council.

## **3.0 Introduction and background**

- 3.1 In November 2014 the Council entered in to dialogue with North Yorkshire Police (NYP) exploring the opportunity to co-locate officers currently based at Selby police station, within the Civic Centre. The NYP Executive Board, following approval by the Police and Crime Commissioner, approved the proposed co-location, on the 22nd September 2015.
- 3.2 On the 1 October 2015 the Executive supported in principle proposals to the co-location provided that the issue of car parking at the Civic Centre site is fully addressed before the proposals were finalised
- 3.3 Appendix A shows the proposed extension and additional parking. Discussions also included a potential first floor extension for Council use. These discussions have now led to the development of this formal proposal.
- 3.4 This report invites the Executive to approve the proposal subject to the completion of legal and financial agreements and to recommend Council approves the capital budget and draw down of the necessary funds from reserves.

## **4.0 The Report**

- 4.1 The Council has identified accommodation within the Civic Centre which could be made available to meet NYP's needs for policing Selby district (see Appendix B) which will require a ground floor extension. The proposal is for NYP to enter into a contractual agreement with SDC to lease space at the Civic Centre on a long term lease agreement of 30 years.
- 4.2 NYP is seeking to occupy approximately 230m<sup>2</sup> of existing space (or 8% of the existing building) In addition to a new single storey extension to provide facilities not currently available in the Civic Centre (locker rooms / shower/ secure storage and a separate operational access into the building). The Council is able to add a first floor to the extension to meet the growing need for space as more partners seek to collocate at the Civic Centre.
- 4.3 Operational police vehicles will park in a small extension of the Yorkshire Ambulance Trust car park. The car park access would be over land owned by NHS Property Services and is subject to access rights that the NHS have agreed in principle.



- 4.3 The extension and car parks are subject to receiving planning permission. The planning application will be made by NYP. At this time no formal pre planning advice has been sought but NYP will proceed rapidly with the planning application following Executive and Council approval. This will include all the required surveys; any trees felled would be replaced. Consultation with local residents will be part of the planning process.
- 4.4 Savings are anticipated for both organisations. NYP will pay a rental sum to the Council in accordance with the terms of the lease. They will also pay a service charge covering the variable cost such as insurance, heating, lighting, cleaning, phone, etc. this will be reviewed annually. Details of the financial implications of the proposals are below.
- 4.5 If the proposal is accepted the necessary actions will be taken to enable the police to move in at the earliest opportunity. It is envisaged that the subject to planning approval building works would begin in the autumn of 2016 and that NYP will begin to occupy the building in March / April 2017.
- 4.6 This proposal would also enable the existing police station and the Council's retained land at Portholme Road to be jointly marketed. This should enhance the attractiveness of both sites to developers.

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

### **5.0 Financial Options**

- 5.1 The Council's financial strategy sets out its target to utilise reserves to deliver sustainable revenue budget savings, including opportunities for income generation. This project presents the Council with that opportunity.
- 5.2 There are two funding options for the two storey extension and car park, a summary is set out below:-

#### **Option 1**

- 5.3 The Council has the opportunity to fund the entire build project, and generate an annual income through leasing the extension space to the Police, in addition to the internal office space that has been earmarked. It would require investment from reserves. The exact cost is not known as it is subject to procurement but a drawdown of up to £415,000,993 is anticipated.
- 5.4 It is anticipated that the additional lease income that could be generated would achieve a further £52.7k (plus service charge) income per year based upon the rate for the current Civic Centre space, although this is subject to negotiation for the 30 year lease agreement. Taking the project as a whole, this would achieve payback by year 7.8.

By year 30, the present value of cash flows would be £345K, discounted at a rate of return of 5.14% (PWLB + 2%)

<b>Option 1 - SDC Cover entire capital outlay</b>							
	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Capital Costs</b>							
SDC additional staff parking	103,493						103,493
Extension Ground Floor and Parking	199,500						199,500
Extension Second Floor	110,000						110,000
<b>Total Capital Outlay</b>	<b>412,993</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>412,993</b>
<b>Revenue Income</b>							
Annual Lease - Extension		-17,566	-17,566	-17,566	-17,566	-17,566	-87,830
Annual Lease - existing office space		-35,132	-35,132	-35,132	-35,132	-35,132	-175,659
<b>Net Revenue (Savings) / Cost</b>		<b>-52,698</b>	<b>-52,698</b>	<b>-52,698</b>	<b>-52,698</b>	<b>-52,698</b>	<b>-263,489</b>

*Note the above figures exclude the variable service charge*

## **Option 2**

- 5.5 Option 2 allows for the Police to finance their own portion of the extension build, with the Council covering the cost of the second floor extension and staff car parking only. It will require investment from reserves of up to £215K subject to procurement.
- 5.6 It is intended that the Police would transfer ownership of the ground floor to the Council, and still enter into a 30 year lease agreement for the extension, although for a lower sum to reflect their upfront investment.
- 5.7 Negotiations have not yet taken place as to the term of the lease, but the table below assumes a 'discount' to achieve payback for the Police's investment over 30 year lease.
- 5.8 Taking the project as a whole this option would achieve payback by year 4.6. By year 30, the present value of cashflows would be £444k, again discounted at a rate of return of 5.14% (PWLB + 2%).

Option 2 - SDC Cover 2nd floor and SDC Parking only							
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	£	£	£	£	£	£	£
<b>Capital Costs</b>							
SDC additional staff parking	103,493						103,493
Extension Second Floor	110,000						110,000
<b>Total Capital Outlay</b>	<b>213,493</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>213,493</b>
<b>Revenue Income</b>							
Annual Lease - Extension, less extension payment		-10,916	-10,916	-10,916	-10,916	-10,916	-54,580
Annual Lease - Existing Office Space		-35,132	-35,132	-35,132	-35,132	-35,132	-175,659
<b>Net Revenue (Savings) / Cost</b>		<b>-46,048</b>	<b>-46,048</b>	<b>-46,048</b>	<b>-46,048</b>	<b>-46,048</b>	<b>-230,239</b>

*Note the above figures exclude the variable service charge*

5.9 It is recommended that the capital investment for either option be funded through the Business Development Reserve. Option 1 would require a drawdown of up to £415K, option 2 would require up to £215K. Subject to approval of the Council's 2015/16 accounts, the balance on the Business Development Reserve stands at £500k as at 1 April 2016.

5.10 This project allows for the Council to take advantage of the opportunity to build a second floor extension at a much reduced cost. There are a number of options that can be put forward for the use of this space, which could result in future cost savings or further income generation. These opportunities are being explored to ensure maximum benefit can be achieved. However, the business case has been developed without the inclusion of additional efficiencies or income generation down the line and as such is a 'worst case scenario'.

## 6.0 Legal Issues

6.1 Contractual agreements with both NHS and North Yorkshire Police will be required in addition to planning approval.

6.2 A significant barrier to progression has been an Overage clause in the original agreement between Selby District Council and the NHS. It has taken some time to resolve but we have now received a positive indication from NHS Property Services that the Overage payment is not applicable, although the officer concerned still awaits formal authorisation; if this position changes the co-location will not go ahead as NYP are not willing to pay any overage as this would make the project financially unviable.

## 7.0 Impact and Mitigation

	<b>Impact</b>	<b>Mitigation</b>
7.1	There will be a need to reorganise the internal layout of the Civic Centre to accommodate NYP.	The Police Estates team will provide support to help plan this reorganisation. This will enable the Council to respond to feedback from the staff survey whilst allowing the new Leadership Team to remodel the seating to best meet the future needs of the Council.
7.2	NYP will share the use of Civic Centre facilities including the reception area, meeting rooms	The cost of any alterations to the reception area will be paid for by NYP
7.3	Civic Centre staff Car Park is already at capacity	The existing staff car park will be extended as part of the co-location providing an additional 41 staff and 3 additional public spaces.
7.4	NYP will require space in the server room for their network.	The Server room has capacity to meet NYP needs
7.5	Ensuring that the safety and security of visitors and staff is not compromised.	NYP working with Council H&S will conduct risk assessments, develop and implement operational procedures to ensure maximum safety and minimum disruption is caused to the operation of the Civic Centre and its reception area.  There will be no custody facility. No prisoners will be brought to the Civic Centre.
7.6	Strengthen and increase partnership working	The Council already has very good working relationships with NYP and this move will further enhance the positive outputs from this working relationship and help develop new ways of delivering services.
7.7	The Council needs sustainable revenue budget savings	This proposal will deliver savings for both the Council and NYP.

## 8.0 Impact Assessment

8.1 An Equality, Diversity, and Community Impact Screening has been completed for to assess the impact of the co-location. The key findings are:

- The co-location will not have a detrimental impact on any particular protected characteristic
- The co-location will have a positive impact on any protected characteristic reporting an issue to the Council or the Police through closer working; increasing partners opportunity to identify vulnerability early and collaborate more effectively to reduce harm or the threat of harm.

## **9.0 Conclusion**

- 9.1 This move forms part of the Council's strategic long-term plan to work closely with our partners in the public sector family. It provides a significant opportunity to increase the return on the Council's capital and will generate sustainable revenue income.

## **10.0 Background Documents**

- 10.1 Equality, Diversity, and Community Impact Screening

### **Contact Officers:**

Drew Fussey  
Business Development Officer  
Selby District Council  
[dfussey@selby.gov.uk](mailto:dfussey@selby.gov.uk)

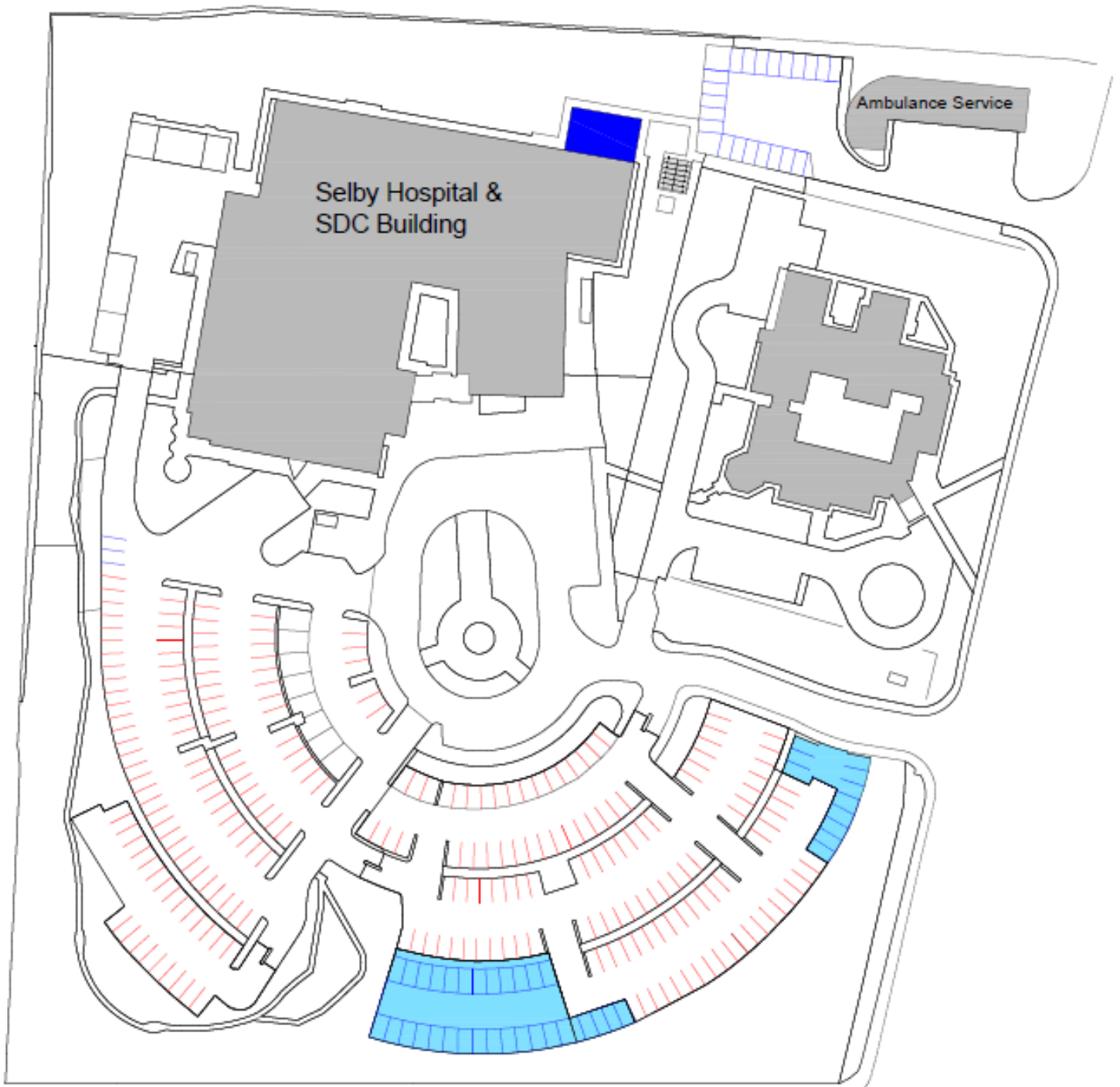
## **11.0 Supporting Documents**

- Appendix A Outline site plan showing extension and additional car parking  
Appendix B Floor plan of internal ground floor space to be occupied by NYP

## Appendix A

Outline site plan showing extension and additional car parking

- Blue shading indicates areas to be extended



Internal ground floor space to be occupied by NYP

