

Selby District Council



Agenda

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

3. **Disclosures of Interest**

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

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

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

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

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

4. Corporate Performance Report - Quarter 2 – 2016/17 (July to September)

Report E/16/29 outlines the quarterly Corporate Performance Report which provides a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs (pages 7 to 32 attached).

5. Draft Revenue Budget and Capital Programme 2016/17 and Medium Term Financial Plan

Report E/16/30 presents the draft revenue budget, capital programmes and Programme for Growth for 2017/18 to 2019/20 (pages 33 to 56 attached).

6. Revision to Taxi Licensing Policy

Report E/16/31 outlines a proposed revision to the Council's Taxi Licensing Policy (pages 57 to 60 attached).

Janet Waggott
Chief Executive

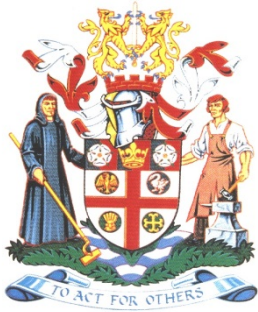
Dates of next meetings
Thursday 15 December 2016 – Executive Briefing, 2pm
Thursday 5 January 2017 – Executive, 4pm

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

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Selby District Council



Minutes

Executive

Venue: Committee Room, Civic Centre, Selby

Date: Thursday 3 November 2016

Time: 4pm

Present: Councillors M Crane (Chair), J Mackman, C Lunn, C Metcalfe and R Musgrave.

Also present: Councillor Packham, Leader of the Labour Group

Officers present: Janet Waggott - Chief Executive, Karen Iveson - Chief Finance Officer (s151), Dave Caulfield – Director of Economic Regeneration and Place, Julie Slatter – Director of Corporate Services and Commissioning Gillian Marshall – Solicitor to the Council, Mike James - Lead Officer, Communications, Tom Ridley – Policy Officer (Minute item 38). Phil Crabtree – Planning Consultant (Minute item 39), Jen Clewley – Business Development Officer (Minute item 39) and Palbinder Mann - Democratic Services Manager.

Public: 1

Press: 1

NOTE: Only minute number 38 to 43 are subject to call-in arrangements. The deadline for call-in is 5pm on Thursday 17 November 2016. Decisions not called in may be implemented from Friday 18 November 2016.

35. APOLOGIES FOR ABSENCE

There were no apologies for absence.

36. MINUTES

The Executive considered the minutes from the meeting held on 6 October 2016. It was noted that an update had not been received regarding the reportable accident mentioned under the Quarter One Corporate Performance Report. It was agreed a response would be sent as soon as possible.

RESOLVED:

To approve the minutes of the meeting held on 6 October 2016 for signature by the Chair.

37. DISCLOSURES OF INTEREST

There were no declarations of interest

38. NEIGHBOURHOOD PLANNING DESIGNATION

Councillor Crane, Leader of the Council presented a report which outlined a proposal to delegate authority with regard to Neighbourhood Planning to the Director of Economic Regeneration and Place to make designation decisions in line with the regulation time periods, following consultation with the Lead Executive Member for Place Shaping.

Discussion took place on the length of time it took to process Neighbourhood Plans and it was noted that some plans currently being developed had been ongoing for an extended period of time. In response to a query regarding whether there was any Government direction to simplify the process for Neighbourhood Plans, the Policy Officer explained that there were proposals to speed up the process however there was also a general direction for Neighbourhood Plans to undergo further scrutiny during their development.

RESOLVED:

- i) To note the update on neighbourhood planning area designations.**
- ii) To delegate authority to the Director of Economic Regeneration and Place to designate neighbourhood plan areas following consultation with the Lead Executive Member for Place Shaping.**

Executive
3 November 2016

REASON FOR THE DECISION

To meet the updated neighbourhood planning regulations as set out in the Housing and Planning Act 2016.

39. PLANNING SERVICE REVIEW 2016 – GROWING SELBY TOGETHER

Councillor Crane, Leader of the Council presented the report which outlined the results from the review of the development management function of the Selby District Council Planning Service.

The Planning Consultant outlined that he had spoken to a number of stakeholders and it was important to engage everyone involved in the process when taking the actions identified forward. The Executive were informed that the overall aim was to ensure there was an efficient and inclusive planning service which was also cost effective.

The Executive welcomed the review and were supportive of the proposed way forward. They also confirmed their support of the work done by the Planning team.

The Executive Lead Member for Place Shaping explained that the reports of Planning Officers needed to be concise and that agents should be able to contact Planning Officers directly to discuss applications. It was also stated that pre application information needed to be explained to the Planning Committee and other Members so that they were aware of upcoming applications.

Discussion took place on the proposals for a Single Stakeholder Forum. The Director of Economic Regeneration and Place explained that the forum would provide benefits by allowing different ideas to be brought together and a broader perspective of views. It was noted the forum would be for a trial period of 12 months.

RESOLVED:

- i) To welcome the outcomes of the Planning Service Review as detailed in the report.**
- ii) To support officers in progressing with the identified actions.**

REASON FOR THE DECISION

Executive
3 November 2016

The Executive support the outcome of the review, to set a clear message to internal and external stakeholders, that Selby District Council is committed to a programme of continuous improvement of the Planning Service for its customers.

40. FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 30 SEPTEMBER 2016 REVIEW OF PARKS BYELAWS

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report to update the Executive with details of major variances between budgeted and actual expenditure and income for the financial year to 30 September 2016.

The Lead Executive Member for Finance and Resources explained that the full year forecast for the General Fund showed an estimated deficit of £2k against a budget surplus of £117k. It was noted that the Housing Revenue Account showed a surplus of £1.8m against a budgeted surplus of £1.5m however this was ring fenced.

Details of the forecasted major variances were listed in the report - for example, the recent cut in the bank rate would lead to reduction in investment returns for the financial year.

Discussion took place on the shortfall in income of the Lifeline Service. It was felt that it should be considered whether the service was meeting the needs of users and whether it was marketed correctly to increase the awareness of the service.

RESOLVED:

To endorse the actions of officers and note the contents of the report.

REASON FOR THE DECISION

To ensure that budget exceptions are brought to the attention of the Executive in order to approve remedial action where necessary.

41. TREASURY MANAGEMENT – MONITORING REPORT TO 30 SEPTEMBER 2016

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which reviewed the Council's borrowing and investment activity for the 6 month period 1 April to 30 September 2016 and showed performance against the Prudential Indicators.

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3 November 2016

The Lead Executive Member for Finance and Resources explained that as previously highlighted in the financial results report, the recent cut in the bank rate would lead to reduction in investment returns.

In response to a query on whether the Council could invest in corporate bonds or treasury stock, it was stated that the North Yorkshire County Council who managed the Council's cash investment were currently considering different investment options.

RESOLVED:

To endorse the actions of officers on the Council's treasury activities for the period ending 30 September 2016 and approve the report.

REASON FOR THE DECISION

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

42. REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES

Councillor Crane, Leader of the Council presented the report on the proposed changes to the Selby and Ainsty parliamentary constituency and Council's draft consultation response to the proposals.

The Executive outlined their opposition against the proposals and felt they would be to the detriment of the residents in the wards affected.

RESOLVED:

To agree the draft consultation response at Appendix A for submission to the Boundary Commission for England.

REASON FOR THE DECISION

To ensure the Council submits its views on the proposals for the Selby and Ainsty constituency as part of the review.

43. SELBY AREA INTERNAL DRAINAGE BOARD

Councillor Crane, Leader of the Council presented the report on the proposed appointments to the Selby Area Internal Drainage Board following a reduction in the number of appointments.

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3 November 2016

It was noted that the number of appointments by the District Council would be reduced from 27 to 11. The Executive agreed to appoint the members listed at Appendix A and recommended that Gillian Ivey should also be appointed to fill the vacancy.

RESOLVED:

To agree the proposed list of appointments to the Selby Area Internal Drainage Board outlined in Appendix A and to add Gillian Ivey to the list of appointments.

REASON FOR THE DECISION

To ensure the Council is fully represented on the Selby Area Internal Drainage Board.

The meeting closed at 4.46pm

Selby District Council

REPORT

Reference: E/16/29

Item 4 - Public



To: The Executive
Date: 1 December 2016
Status: Non Key Decision
Report Published: 23 November 2016
Author: Stuart Robinson – Head of Business Development & Improvement
Executive Member: Councillor Mark Crane – Leader of the Council
Lead Officer: Stuart Robinson – Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 2 – 2016/17 (July to September)

1. Summary:

1.1 The quarterly Corporate Performance Report provides a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

2. Recommendations:

2.1 The report is noted and approved.

3. Reasons for recommendation

3.1 The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

4. Introduction and background

4.1 High level performance reporting of progress against the Council's priorities – as set out in the Corporate Plan 2015-20 – is a key element of the performance management arrangements. The Corporate Performance Report clearly follows the structure of the Corporate Plan, with a report card for each of the four main priority areas.

- 4.2 Progress on delivering the Council's priorities is demonstrated by a combination of:
- progress against priority projects/high level actions (are we meeting/expecting to meet delivery timescales); and
 - performance against KPIs (are targets being met; are we getting better)
- 4.4 The Corporate Performance Reporting framework is kept under review. Changes following discussion at Executive on 6 October include:
- addition of the national planning processing KPIs for major, minor and other applications (see p.17 of the attached Report); and
 - the reporting of people in employment as a rate rather than a number (p.3).

5. The Report

- 5.1 The specific focus of this report covers the period July to September 2016. This has been a period of significant change at Selby District Council – both in terms of changes to the operating model and to the senior management structure. However, the Corporate Plan 2015-20 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities.

5.2 Summary of progress

The Corporate Performance Report (see appendix) sets out the detail in terms of progress (or otherwise) against the Council's priorities during quarter 2. In terms of a summary:

- 64% of projects/high level actions are on track
- 67% of KPIs are showing improvement over the longer term
- 66% of KPIs are on target

5.3 What went well in quarter 2

- Latest quarterly employment data shows 2500 more working age people in employment. There have also been reductions in the numbers claiming out of work benefits (see p.4 of the attached report)
- Economic Development Strategy and Car Park Strategy both out for consultation (pages 5 & 6 of the attached report).
- Council chosen as a pilot authority for the Government's Brownfield Land Register (p.7).
- Annual Selby Three Swans Sportive was again a big hit in September – inspiring local people to be active and get out on their bikes (p.7)
- Improved re-let times for general needs housing – although there was a slight drop in performance on re-letting sheltered housing (p.8)

- Visits to combined leisure centres increased – both in the short and longer terms. However, visits are not yet up to target levels (p.9).
- Q2 saw the delivery of the first Mental Health Conference to be held in Selby - a great success with 50 delegates attending from the medical, voluntary and community sectors (p.7).
- Community Navigator Programme procured and twelve month pilot commenced in August 2016 to support the provision of volunteer opportunities going forward (p.14).
- We are on track to hit our targets around debt collection – maximising Council income – with performance on collecting business rates particularly strong (p.16)
- Complaints processing times improved – although more complaints were upheld (p.17).

5.4 **What did not go so well in quarter 2 – and what will we do about it**

- Missed bin collections continue to exceed target with September being particularly poor. Overall missed bins at quarter 2 more than double the figure a year earlier. Pressure on the service is being caused by increases in the number of dwellings. This was a short term issue and has since been addressed with the drivers and crews concerned (p.9).
- Latest childhood obesity data reveals a 1 percentage point increase in obesity at Year 6 - Selby has the highest Year 6 obesity rates in North Yorkshire - although is more than 2% lower than the region. Significant work continues with primary schools to increase physical activity (p.10).
- Performance dipped on all three 'national' plans processing KPIs – we are slightly below national targets on all three. The Planning Service Review, implementation of the subsequent improvement plan and restructuring of the service will help turn this around (p.17).
- Latest performance on assessing benefit claims and changes is showing a slight dip in performance (although targets continue to be met). The service is currently under review with recommendations for improvement expected in quarter 3 (p.16 & 17).

5.5 **Other performance highlights**

Whilst the Corporate Plan sets out the Council's high level priorities, it is also valuable to understand any issues that are emerging from day to day service delivery. This section of the Corporate Performance Report will be developed as we revise the performance management framework. However, one or two notable issues for quarter 2 include:

- Effective coordination of multi-agency response to Gateforth fly tipped waste fire – including effective use of social media to keep residents informed for which we have been shortlisted for a national award.

6. Legal/Financial Controls and other Policy matters

Legal Issues

6.1 None

Financial Issues

6.2 Financial – Delivery of Corporate Plan priorities is reflected in the MTFS.

Impact Assessment

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

7. Conclusion

7.1 The performance data demonstrates continued performance improvement and delivery against Corporate Plan Priorities.

8. Background Documents

Contact Officer:

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Selby District Council
srobinson@Selby.gov.uk

Appendices:

Appendix A. Corporate Performance Report Quarter 2 2016/17




Selby District Council


Corporate Performance Report


Quarter 2 2016/17


Key


Projects

-  Cancelled


-  Overdue – Passed completion date


-  Check Progress – Milestone missed


-  In Progress – On track


-  Completed


KPIs


-  Alert – target not met


-  Warning – target not met but within acceptable limit


-  OK – target met/on target

-  Unknown

-  Data Only





-  Trend - Improving

-  Trend - No Change

-  Trend - Getting Worse

A great place...to do BUSINESS: Overall Progress

Q2 2016/17

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
<p>Secure new investment in the district (Lead Director: D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Draft Economic Development Strategy approved at Executive and public consultation period completed. • Leeds City Region has confirmed two more years funding to continue the Growth Advisor Service beyond 2016 • Work to progress development of the Tourism Strategy to commence in Q3 • Positive discussions with Harworth Estates on bringing forward the regeneration of Kellingley Colliery <p>What are we concerned about:</p> <ul style="list-style-type: none"> • Capacity to deliver on this new growth agenda. This will be addressed through the Corporate Restructure and timetabled through the Programme for Growth. In the short term we plan to bring in additional internal capacity to allow us to progress the key economic and regeneration opportunities. 	<p> On track</p>
<p>Improve employment opportunities (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Number of partnership/funding opportunities have been identified in relation to basic skills; these are currently being explored with partners • Latest employment statistics show the long term trend remains positive – despite slightly fewer working age people in employment compared to the previous period (December) the employment <i>rate</i> improved slightly. • Reductions in claimants of out of work benefits continue but at a slower rate. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • n/a 	<p> On track</p>
<p>Improve access to training and skills for work (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Positive discussions with both LEPs on how Selby can secure a greater share of skills funding • Selby College has secured funding to extend their engineering and construction skills offer by September 2017 • Discussions ongoing with Selby College re: Introducing apprenticeships for the Trades Team <p>What are we concerned about:</p> <ul style="list-style-type: none"> • Both skills related priority projects are currently showing as 'amber' 	<p> Some concerns</p>
<p>Help Selby, Tadcaster and Sherburn reach their potential (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Tadcaster has been confirmed as a host-town for the 2017 Tour de Yorkshire cycle race – with the full route revealed in December. We'll be working closely with the race organisers to help businesses make the most of the opportunity, and to give people the information they need to help celebrate the race in the town. • Work progressed on Plan Selby with public consultation starting in the new year. Work on the next stages of the Towns Master planning is being commenced as part of Plan Selby • Draft Car Park strategy is currently out for consultation until 12 December 2016. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • n/a 	<p> On track</p>







A great place...to do BUSINESS: KPIs

Q2 2016/17

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% working age population in employment	Aim to Maximise	75.7%	80%	80%	84%				This equates to 46,700 people. Employment levels are 12% higher in the district than the region. Ongoing investment in the District, particularly at Sherburn-in-Elmet (L&G Homes) and Eggborough (Celotex/Saint-Gobain).
% working age population claiming Job Seekers Allowance	Aim to Minimise	1.6%	1.0%	1.2%	1.0%				Selby remains below regional and national averages, with 560 people claiming Job Seekers Allowance – a reduction of 200 people from the figures this time last year – following wider recent trends.
% working age population receiving all main out of work benefits	Aim to Minimise	6.7%	6.0%	6.1%	5.9%				Selby remains below regional (by 4.1%) and national averages (by 2.8%) – with a reduction of 400 claimants in the last year, following a steady downward trend.
% working age population qualified to Level 4+ (HND, Degree or higher) (annual measure)	Aim to Maximise	34.6%	35%	34.8%	34.8%				Annual measure – no updated data Around 18,500 working aged residents are qualified to at least Level 4 - similar to a year ago but much lower than 2012 and 2013. However still 4% above the region. 42% of employed residents are in senior or professional roles'
% working age population with no qualifications (annual measure)	Aim to Minimise	7.9%	7.5%	8.2%	8.2%				Annual measure – no updated data We are aiming to increase the skills of the workforce in the district and will work with education providers – including Selby College - to support people to access training and education that will skill them for work
Amount of Business Rates retained (£s)	Aim to Maximise	£7,418,763	£7,500,000	£7,492,359	£7,492,359				We continue to qualify for a Safety Net payment. As such our income is comprised of 2 elements: the safety net payment of £2,081,429 and retained renewables income of £5,410,930; giving the total of £7,492,359.
PLACEHOLDER - a measure of private sector investment in the Selby District	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Positive discussions with Glentroot on bringing forward the Proving Ground, Sherburn-in-Elmet and with Harworth Estates on bringing forward regeneration of Kellingley Colliery

A great place...to do BUSINESS: Projects

Q2 2016/17

Action Title	Managed By	Due Date	Progress	Latest Update
Improving employment opportunities				
Community Skills & Capacity Building Project	James Cokeham	29-Mar-2018		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; these are currently being explored with partners.
Securing new investment in the district				
Supporting Improvements to Infrastructure	James Cokeham	31-Mar-2017		Little work carried out on infrastructure projects to date. However, the draft Economic Development Strategy has identified the key strategic sites and Programme for Growth funding will be used, working with key partners, to unlock infrastructure needed to deliver these sites.
Selby District USP Project	James Cokeham	31-Mar-2016		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.
Growing Enterprise Programme	James Cokeham	29-Mar-2018		Leeds City region has confirmed two more years funding to continue the Growth Adviser service beyond 2016. The service supports target sector businesses expand their operations. Evaluation of the Enterprise Cafe programme is almost complete and will highlight how this valuable support to small and micro businesses can continue from 2016/17 onwards. The market incubator retail scheme in place for the March 2017 Saturday market in Selby; this is being delivered in partnership with Selby Town Council.
Green Infrastructure - Commissioning Phase	James Cokeham	29-Mar-2018		The Council is working with Natural England on key methodological aspects of the work and will seek to integrate with the wider Leeds City Region Green Infrastructure work underway.
Economic Development Strategy	James Cokeham	31-Mar-2017		The Economic Development Strategy was out for public consultation in August and September – then extended to 12 October following request by some parish councils. Further focused engagement with key developers in the district is being considered. We are working to consider/respond to over 50 consultation responses. The refined EDS will be considered by Executive on 1 December following which it is hoped to publish and implement the action plan (depending on the restructure).

Development Fund Project	James Cokeham	29-Mar-2018		Fund to bring forward larger sites in the district for development. Work commenced re: future of Eggborough Power Station and some feasibility work regarding Kellingley Colliery as an employment site. Options for Olympia Park being formulated. The timing of spend is difficult to predict given the opportunistic nature of this work and the need to engage with partners.
Green Energy Investment Project - Feasibility Study	James Cokeham	31-Mar-2016		Plans for a ground mounted solar farm deferred until 'grid parity' is reached (anticipated in the next 2-3 years). Proposals to prepare a planning application for a ground mounted scheme under consideration. Feasibility work on a roof mounted scheme on the Council's general assets and housing stock planned for next 3-6 months and revised timescales and savings will be assessed. Preparatory work for schemes (including a grid connection and planning application) are expected to require £50k and therefore an additional £30k will be required if we are to prepare business cases to take schemes forward.
Tourism Strategy adopted and agreed	Angela Crossland	31-Mar-2017		Work to progress development of the strategy is to commence soon. However, to support the principles of the new tourism strategy we have used the Council's corporate channels of communication to support greater awareness of the district's tourism offer over the summer months. Specifically, we have linked our social media posts to relevant organisations and individuals to increase the audience 'reach' of our messages: this strategy has supported these updates to be amongst the most popular online content and posts over recent months
Working with education providers to support people in accessing training				
Construction Skills Hub Project	James Cokeham	29-Mar-2018		Working group of key stakeholders continues to meet. Pending a contract for Olympia Park development progress is limited and deadlines have been deferred. Selby College has secured funding to extend their engineering and construction skills offer by September 2017.
Working with people and businesses to help Selby, Tadcaster and Sherburn reach their potential				
Masterplanning for Towns Programme - Phase 1 Options	James Cokeham	29-Mar-2018		Ongoing piece of work to set a direction of growth for our market towns. Initial work has been completed and Phase 2 will be commissioned following agreement on the approach to the Local Plan and there will be other sub-projects to commence on the back of the Local Plan.
Car Park Strategy adopted	James Cokeham	31-Mar-2017		The draft Car Park Strategy is currently out for consultation until 12 December 2016. A report seeking approval of the Strategy is scheduled to be presented to the Executive 2 March 2017.

A Great Place...to Enjoy Life: Overall Progress

Q2 2016/17

Key focus of our work

What's gone well; what are we concerned about

Overall Progress

Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

- The Council has been chosen as a pilot authority for the Government's Brownfield Land Register – this identifies parcels of previously developed land that may be ripe for housing development – helping builders speed up their search for land and the delivery of new homes and investment in the district.
- Over 70 sites are currently delivering housing across the district
- Tenders approved for phase 1 of the Councils housing development in Byram and 2 sites in Eggborough. This will result in 15 bungalows for older and vulnerable people to be delivered through the HRA.
- Continuing to improve re-let times for council properties

What are we concerned about:

- We remain below target for returning empty homes into use, lower progress has been made this quarter with 2 properties returned to use and action has commenced in relation to a further 2 properties



Some concerns

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

- The 4th annual Selby Three Swans Sportive was a big hit again in September – raising money for Yorkshire Cancer Research, whilst inspiring local people to be active and get out on their bikes
- Construction has begun on the Selby outdoor skatepark, which will complement the new indoor facilities at The Summit Leisure Village. Skatepark users have been consulted and listened to in developing this free facility.
- A number of initiatives have been successfully delivered to tackle obesity levels in the district with the most successful being the move it to lose it campaign
- Joint session held with ELT and NY Public Health to promote better joint working
- Q2 saw the delivery of the first Mental Health Conference to be held in Selby - a great success with 50 delegates attending from the medical, voluntary and community sectors.

What are we concerned about:

- Latest childhood obesity data reveals a percentage point increase in obesity at Year 6 - Selby has the highest Y6 obesity rates in North Yorkshire - although more than 2% lower than the region. Significant work continues with primary schools to increase physical activity.
- Whilst we are making some progress on improving healthy life choices, creating a new Customer, Communities and Partnerships Team as part of the Council restructure will provide capacity to drive forward this agenda








On track

Great Place...to Enjoy Life: KPIs

Q2 2016/17







KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
Increase in Council Tax base	Aim to Maximise	29,464	30,500	30,291	30,673	↑	↑	🟢	The Base grew by 151 Band D equivalents in September. 36 new dwellings entered the Valuation List; the remainder comes from movements in discounts and exemptions.
Number of additional homes provided in the district (annual)	Aim to Maximise	439	450	n/a	n/a	n/a	n/a	n/a	Over 70 sites are currently delivering housing across the district. Tenders approved for phase 1 of the Councils housing development in Byram and 2 sites in Eggborough. This will result in 15 bungalows for older and vulnerable people delivered via HRA.
Number of affordable homes provided in the district (biennial)	Aim to Maximise	n/a	tbc	n/a	38	n/a	n/a	n/a	Completions by registered provider partners & other delivery partners.
Average time taken to re-let General Need Housing	Aim to Minimise	24.5 days	24 days	23.7 days	21.9 days	↑	↑	🟢	41 general needs properties let in Q2 in an average of 17.4 days. In the same period in 15/16 we re-let 33 properties and the average time taken was 24.5 days. The Q2 results mean that year to date we have re-let sheltered properties in 21.9 days
Average time taken to re-let Sheltered Need Housing	Aim to Minimise	24.4 days	28 days	22.8 days	23.1 days	↓	↑	🟢	28 sheltered properties let in Q2 - average re-let time 23.3 days. The Q2 results mean that year to date we have re-let 63 sheltered properties in 23.1 days
% of repairs to council-owned properties completed within agreed timescales	Aim to Maximise	98.94%	97.00%	99.60%	99.11%	↓	↑	🟢	Performance maintained above target during second quarter. A total of 1557 repairs were generated throughout Q2 this is an increase of 169 repairs on the same period in 2015. A total of 3129 repairs have been generated since April 2016.
The number of empty properties brought back into habitable use	Aim to Maximise	0	12	0	2	↑	↑	🟡	Work continues with City of York Council. Priority list of properties (including in Tadcaster) now identified. Two empty properties back into use since April. Additionally, we have commenced formal enforcement action on 2 other properties.

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.18	0.29	0.26	0.42				Missed collections continue to exceed target. September was particularly poor due to a combination of leave and new drivers. The performance impact was temporary and addressed with the drivers and crews concerned. All remedied and collected within 24 hours per contractual requirement. Collection service is under stress due to continued property growth
% of relevant land and highways assessed as being within contract standard for litter (annual)	Aim to Maximise	96.81%	95%	98.39%	98.39%				The inspection process is designed to provide evidence that contract standards are being maintained, whilst also identifying localised issues that may require rescheduling resources.
Number of visits to combined Leisure Centres	Aim to Maximise	95,555	103,750	100,299	101,412				The recent promotion activity reported in quarter one is resulting in increased footfall although marginally below target
Number of 'Lifestyle' members as % of population	Aim to Maximise	14%	11%	16.59%	17.17%				Promotion activity in quarter one is showing a positive impact in retained full memberships
% of active members participating in 1 or more sessions per week (annual)	Aim to Maximise	45.20%	47%	49.13%	49.13%				The latest Active People Survey resulted in a figure of 39.6% from the responses on the participation question for Selby District – this is above the national and regional average
% adults achieving at least 150 mins physical activity per week (annual)	Aim to Maximise	60.4%	65%	60.1%	60.1%				Improved attendance at leisure centres and the opening of Summit in May 2016 will help improve this. Selby Council also supported the 3 Swans cycling sportive in September.
% of adults 16+ who do less than 30 minutes exercise per week (annual)	Aim to Minimise	n/a	21%	n/a	n/a	n/a	n/a	n/a	See comment above.

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% adults defined as overweight or obese (annual)	Aim to Minimise	n/a	65%	n/a	n/a	n/a	n/a	n/a	Over 1200 commenced the adult lifestyles management programme – almost 70% completed the scheme. 408 people lost 3% of their starting body weight in 12 weeks; 303 lost 5% of their body weight.
% children defined as obese at year 6 (annual)	Aim to Minimise	17.4%	17%	16.8%	17.6%				Selby has the highest Y6 obesity rates in NY - but is more than 2% lower than the region. Much work has been delivered on this agenda in the district. A physical activity training package is offered to staff at all primary schools to enable them to deliver high quality, inclusive physical activity. The IHL Active Children Officer works with the school. Support to deliver Active School Hubs. Establishing Active Holiday Programme /Camps at Summit and community venues. Term time Activation Days have been developed to replicate the Health Active Schools Project as a taster session but within the leisure centre, enabling primary schools to see the facilities we offer within the leisure village for the promotion of PE or increased activity.
Number of GP Referrals	Aim to Maximise	86	150	85	188				GP referral scheme participation continues to increase in conjunction with other outreach work




A Great Place...to Enjoy Life: Projects

Q2 2016/17

Action Title	Managed By	Due Date	Progress Icon	Latest Update
Improving healthy life choices				
Healthy Lifestyles & Weight Management	Keith Cadman	29-Mar-2018		This period saw the achievement of annual target set for the Adult Lifestyle management programme and subsequent hold status put to the project until the start of Year 2 funding in May.
Healthy Living - Concept Fund	Keith Cadman	29-Mar-2019		The extended Active Healthy Schools programme is addressing the years of Primary School with the highest levels of overweight and obesity across the District. The programme delivers a whole school healthy lifestyle service offering the project to all schools in the district, delivering to Yr1 and Yr4 children – building capacity within schools and including families in the activities. This project is funded through Council's Programme for Growth Funding, ending at the end of Q2, with the project expected to be self-sustained at that stage.
Improving the supply of housing				
The Sites and Policies Local Plan (PLAN Selby)	James Cokeham	31-Dec-2018		PLAN Selby is currently evaluating recent evidence base documents and will be preparing for a consultation in 2017.
SDC Affordable Homes Programme	Karen Iveson	27-Mar-2020		Phase 1 schemes - Byram St Edwards Close/East Acres started on site on 5 September 2016. The two Eggborough schemes have been held up by planning issues. Building contract signed on 5 September 2016
Selby & District Housing Trust Affordable Homes Programme	Dave Caulfield	27-Mar-2020		Phase 1 - Riccall - Planning application submitted in September 2016. Scheme tenures under review by Executive. Phase 2 - reconfiguration reports now delayed until January 2017
Commission/deliver review of affordable housing	James Cokeham	31-Mar-2017		This work is being scoped out and will form part of a wider review of how the Council can help step up overall housing delivery in the district.

A great place...to Make a Difference: Overall Progress

Q2 2016/17

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
<p>Empowering and involving people in decisions about their area and services (Lead Director: D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> Working closely with the newly formed Sherburn Community Trust about their ambitions for the Girls School and Sherburn-in-Elmet Community Library The first Mental Health Conference held in Selby and proved a great success with 50 delegates attending from the medical, voluntary and community sectors, which the Council has organised through the Better Together Customer & Communities Programme. A second event is now being planned A number of consultations have taken place to understand the needs of our communities including Community Engagement, Prevent and Parks. Community Navigator Programme procured and new service going well – launch event planned for 17 November. <p>What are we concerned about:</p> <ul style="list-style-type: none"> n/a 	<p> On track</p>
<p>Enabling people to get involved, volunteer and contribute to delivering services locally (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> Community Navigators pilot started in August and has since recruited 5 volunteers - launch event planned for 17 November to promote the Community Navigator service and the achievements to date Community Engagement Strategy in development <p>What are we concerned about:</p> <ul style="list-style-type: none"> We need to identify and develop more opportunities for structured volunteering within the district – we will build on the opportunities provided by the Community Navigator scheme to achieve this Creating capacity through the Council restructure will support a greater focus on developing sustainable mechanisms for local delivery of services 	<p> Some concerns</p>
<p>Facilitating people to access and use alternative service delivery methods (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> Management groups identified for each of the community hubs in Sherburn-in-Elmet and in Tadcaster with a view to managing the libraries from March 2017. NYCC are funding a Digital Neighbours scheme in Selby. The first phase of the scheme starts in September 16 when local organisations are asked to register an interest <p>What are we concerned about:</p> <ul style="list-style-type: none"> Customer Strategy will be reviewed in line with the ICT Strategy. 	<p> Some concerns</p>





A great place...to Make a Difference: KPIs

Q2 2016/17

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
PLACEHOLDER – No. of engagement events enabling local areas and different customer segments to be involved in designing services	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	KPI BEING DEVELOPED
PLACEHOLDER - Number of internal volunteering hours allocated	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	KPI BEING DEVELOPED
PLACEHOLDER - Number of external volunteering events brokered by SDC	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	KPI BEING DEVELOPED
PLACEHOLDER - % SDC resident who are satisfied with the area as a place to live	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	KPI BEING DEVELOPED





A great place...to Make a Difference: Projects

Q2 2016/17

Action Title	Managed By	Due Date	Progress Icon	Latest Update
Empowering and involving people in decisions about their area and their services				
Volunteer strategy developed and agreed	Angela Crossland	31-Mar-2018		Sherburn Community Trust is now up and running with a volunteer Trustee. SDC have supported a number of events encouraging volunteering from within and without the organisation including TDY, Sportive and community property marking. We need to identify and develop more opportunities for structured volunteering within the district
Enabling people to get involved, volunteer and contribute to delivering services locally				
Strong communities (Community Navigators)	Angela Crossland	29-Mar-2018		Community Navigator Programme procured. 12 month pilot commenced in August 2016. Community Navigators will be providing volunteer opportunities going forward. Community Engagement Strategy in development. Launch event planned for 17th of November 2016 to promote the Community Navigator service and the achievements to date. 5 x volunteers recruited handling approx. 200 referrals per month.
Facilitating people to access and use alternative service delivery channels				
Community Hubs/Networks	Angela Crossland	29-Mar-2018		Community management groups in place. Awaiting property transfer & commencement of building work at Selby Library. Good progress made on the community hubs in Sherburn-in-Elmet.
Delivering the customer strategy	Angela Crossland	29-Mar-2018 Rescheduled from March 2016		Annual Review of the Customer Strategy taking place in Sept/Oct and will inform further activity and milestones for this area. Navigators/ digital champions will support people in accessing services which are delivered digitally. NYCC are funding a Digital Neighbours scheme in Selby, which has already been piloted in Scarborough. The first phase of the scheme starts in September when local organisations are asked to register an interest.

Delivering Great Value: Overall Progress

Q2 2016/17

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
<p>Working with others and co-developing the way in which services are delivered (Lead Director: J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Discussions have begun with Ryedale, Craven, Richmond, for delivering the NYCC supporting people contract collaboratively across the County. This would deliver services consistently across NYCC, strengthening the service and provide resilience and efficiencies for the districts. Be Independent York have also been involved in discussions and this will open many other opportunities for the support service. • Initial meetings of the newly configured smarter working group and Regeneration /Investment groups have taken place with a number of opportunities for further joint working identified. • Ryedale DC also now engaging with Better Together programme 	<p> On track</p>
<p>Commissioning those best placed to deliver services on our behalf (J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Mental Health Conference held on 9 September 2016 • Progressing the negotiations for the extension of the Environmental Services contract <p>What are we concerned about:</p> <ul style="list-style-type: none"> • n/a 	<p> On track</p>
<p>Making sure we communicate well with customers to help us understand what matters, to listen and learn and to enable us to offer the right support (J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Continue to enhance the Council's social media presence, which has seen significant growth over the past twelve months, through innovative use of video and infographics to boost the 'reach' of key messages. • We continue to use the Council's channels of communication to support wider Corporate Plan objectives, including marketing support for community events such as the Three Swans Sportive and on-going promotion of local business networking opportunities. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • n/a 	<p> On track</p>
<p>Helping people access services digitally (J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Over the summer the website and social media have been used to make sure that people were aware and updated about a fire in Gateforth – reaching almost 18,000 with video updates and spread the message through FAQ's. We also promoted the district tourism offer during the school holiday – with lots of people viewing and sharing these updates. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • Pace of change for digital transformation has been slow to date. Capacity to deliver on the digital transformation will be addressed through restructure proposals • Work in this area needs to be planned in line with strategic approach to ICT. Work to deliver this is prioritised for the next quarter. 	<p> Some concerns</p>




Delivering Great Value: KPIs

Q2 2016/17

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% of Council Tax debt recovered	Aim to Maximise	57.76%	57.50%	29.99%	57.50%	↑	↓	🟢	September collection sees us at target. We are 0.26% behind last year, equivalent to £126.4k.
% of Council Rent debt recovered	Aim to Maximise	95.54%	95.42%	93.31%	95.50%	↑	↓	🟢	Performance is on target and on par with previous YTD. Following the implementation of the new website payment facility we have updated communications and are promoting channel shift to customers
Percentage of Non-domestic Rate debt recovered	Aim to Maximise	55.62%	55.00%	28.96%	58.42%	↑	↑	🟢	September collection sees us 3.4% ahead of target, equivalent to £1.5m. We are 2.8% ahead of year, equivalent to £1.2m. This is the product of the RV reduction for a power station meaning that they have overpaid for the first 6 months of the year.
% of Sundry Debt recovered	Aim to Maximise	67.36%	54.99%	46.62%	71.54%	↑	↑	🟢	Performance is strong against target and ahead of previous YTD. During this quarter we have also been involved in testing and implementing an upgrade to the system which has seen improvements to functionality
External auditor Value for Money conclusion	Aim to Maximise	Unqualified	Unqualified	Unqualified	Unqualified	🟡	🟡	🟢	Awaiting 2015/16 annual value for money assessment – Positive result anticipated given savings and efficiencies achieved over the previous year. Expect an unqualified external audit opinion on arrangements to secure value for money
Amount of planned savings achieved (£000s)	Aim to Maximise	n/a	£648	£109	£290	↑	n/a	🟡	Q2 financial position as previously reported to Executive
Time taken to process Housing Benefit new claims and change events	Aim to Minimise	5.30 days	6.50 days	5.82 days	5.94 days	↑	↓	🟢	Performance has dropped slightly in Q2 following the departure of an Assessor. Decision taken not to replace due to current service review. Impact mitigated by the normal seasonal Q2 reduction in demand. On the combined figure we were 3rd with 6.04 days in Q2 against an average of 8.78 days. The YTD figure has increased slightly to 5.94 days.

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
Average time to process new claims (total)	Aim to Minimise	17.00 days	22.00 days	18.84 days	19.77 days	↓	↓	🟢	Benchmarking against the 11 other LAs in across NY & Humberside sees us ranked 5th at 19.77 days for new claims against an average of 21.52 days.
Average days to process Change of Circumstances	Aim to Minimise	4.70 days	8.40 days	5.17 days	5.29 days	↓	↓	🟢	Benchmarking against the 11 other LAs in across NY & Humberside sees us ranked 4th with 5.29 days against an average of 7.67 days.
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	62.50%	70.00%	81.25%	63.33%	↓	↑	🟡	We have recently increased staffing resources (two Principal Planning Officers) currently mainly focused on processing Major planning applications.
Processing of planning applications: % Minor applications processed in 8 weeks	Aim to Maximise	41.94%	65.00%	60.49%	58.93%	↓	↑	🟡	Performance has reduced due to a recent reduction in staffing resources. In addition, a large case load of minor applications that did not have an extension of time were determined within this period.
Processing of planning applications: % 'Other' applications processed in 8 weeks	Aim to Maximise	87.50%	80.00%	82.61%	79.58%	↓	↓	🟡	Performance has reduced due to reduced/re-prioritisation of resources available to process 'Other' applications, e.g.: one officer has been heavily involved for the past couple of months in assisting a Public Inquiry.
% of major applications presented to committee within time	Aim to Maximise	63.64%	95%	37.50%	50.00%	↑	↓	🔴	Since the reports run we have obtained extensions of time so these figures should improve. Officers have been advised that they must obtain extensions of time for all applications and procedures are being put in place to monitor.
Total number of (stage 1) complaints received	Aim to Maximise	n/a	n/a	24	39	n/a	n/a	n/a	39 Stage 1 complaints (requiring a response) were received up to the end of Quarter 2.






KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% (stage 1) complaints responded to in required timescale	Aim to Maximise	n/a	90%	54%	61.54%				At the end of Quarter 2, 24 out of 39 complaints (62%) were responded to within required timescale - a significant improvement on the end of Quarter 1 performance. We should still expect to see further improvement during the remainder of the year.
% complaints upheld	Aim to Minimise	n/a	30%	29%	33%		n/a		39 Stage 1 complaints received during the first 2 quarters of 2016/17. Of which, 13 (33%) were assessed as justified (6) or partly justified (7).
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	8.00 min	10.00 min	7.33 min	7.50 min				5333 face to face customers in Q2 – slightly lower than a year ago (5487). To date in 2016/17:11,159 face to face customers, fewer than at the same time last year – a reduction partly driven by advances in on-line services.
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	2.09 min	2.00 min	1.77 min	1.77 min				29774 phone calls in Q2 – of which 26009 (87%) were answered. A year ago there were 31297 calls (84% answered). So far in 2016/17 we have answered 65% of calls in 2 minutes or under. Total calls received to date in 2016/17 is 62,406 - compared to 64247 at the same time in 2015/16 – a reduction partly driven by advances in on-line services.
% of people accessing SDC services online in relation to other channels	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	KPI BEING DEVELOPED
% eligible employees receiving appraisal in last 12 months	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	KPI BEING DEVELOPED
Health & Safety: Accidents in the last 12 months	Aim to Minimise	7	12	2	4				Two non-reportable accidents recorded this quarter. The first involved: a trapped index finger and the other an impact injury from falling stationary. Both incidents have been investigated, risk assessments reviewed and action taken where appropriate to prevent recurrences. The YTD total (4) is comparable with that for the same period in the previous year.

KPI	Direction of Travel	Previous YTD (Q2 15/16)	2016/17 Target	Previous Value (Q1 16/17)	Latest Value (Q2 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% employees satisfied	Aim to Maximise	n/a	n/a	n/a	n/a	n/a	n/a	n/a	The next staff survey will be undertaken in the second half of 2016/17
Average Days sick per FTE (full time employee)	Aim to Minimise	6.77 days	6.00 days	6.67 days	5.96 days				Despite a small increase in short term absence, the rolling 12 month figure has improved compared to Q1. Positive front line employee uptake of a voluntary flu immunisation. Audit of sickness absence under way.






Delivering Priority 4





Delivering Great Value: Projects

Q2 2016/17

Action Title	Managed By	Due Date	Progress Icon	Latest Update
Commissioning those best placed to deliver services on our behalf				
Health and Social Care Integration	Angela Crossland	29-Mar-2018		Mental Health Conference on 9 September will inform further activity. A new Head of Service has been recruited who, once in post, will bring additional capacity to develop this work further. Further events planned for November and December. Outputs if which will inform key milestones going forward.
Commissioning strategy adopted and milestones delivered	Keith Cadman	31-Mar-2018		A new project (supersedes previous 'Commissioning Partnerships' project) A commissioning forward plan is in place to ensure business continuity where there is an ongoing service requirement. A key element of the forward plan will be to assess future demand to ensure services commissioned meet both current and future needs.
Helping people to access services digitally				
Review and update ICT Strategy	Stuart Robinson	31-Mar-2017		Head of Service now in place to provide leadership to the ICT function. Plans in place to secure relevant resource. Strategy review and update a priority for the next three months.
Pilot a new Customer Portal in 2/3 services	Stuart Robinson	31-Mar-2017		Online payment facilities have been introduced – bringing a convenient, secure and user-friendly method of making payments to the local community. Payments for Business Rates, Council Tax, Housing Benefit over-payments, invoices and Rent payments can be made 24 hours a day from any location with an internet connection. However, there have been some delays on Better Together customer portal project which is currently being reviewed.
Making sure we communicate well with customers to help us understand what matters				
Understanding the effectiveness of customer engagement	Angela Crossland	31-Mar-2017		Resource identified and secured to evaluate the effectiveness of different types of communications and customer engagement with a view to targeting future resources as effectively as possible.

Other

Develop a more strategic approach to commercialisation and increase income generation	Stuart Robinson	31-Mar-2017		Opportunities to increase income generation still being actively explored, e.g. Police co-location project. Review of fees and charges commenced – with statutory fees/charges reviewed in the first instance. Proposals being developed as part of annual budget. Work on developing a commercial strategy underway - expect to conclude early 2017.
New Structure in place	Janet Waggott	31-Mar-2017		Interim Chief Executive now in post. All directors and heads of service now recruited. Focus now on structures below heads of service. HR support secured from NYCC. Trade Union updated. Proposals drafted for sharing with staff in November. Aim to complete and fully implement by April 2017.
Planning Review completed with agreed Action Plan	James Cokeham	30-Sep-2016		Review report and action plan to be considered by the Executive
Councillor development programme agreed and delivered in 2 years	Gillian Marshall	31-May-2017		Project Plan being drawn up – aim to create a small councillor working group to discuss and finalise the programme to roll out in Oct 2016
Performance Management Framework implemented	Stuart Robinson	31-Mar-2017		Outline proposals for revised performance framework discussed with ELT. New Corporate Performance Reporting arrangements in place. Proposals to address capacity issues as part of organisational restructure. Draft appraisal documentation consider by ELT – subject to refinement in consultation with staff.
Leadership programme delivered	Stuart Robinson	30-Jun-2017		Specifications developed for three modules to be delivered late 2016 and early 2017. Procurement exercise to commence in Q3 – depending on progress of Organisational Restructure.

Financially sustainable inc investments (MTFS)	Karen Iveson	31-Mar-2017		Note: Supersedes previous project 'Savings Strategy & Action Plan Financial results reported to Executive
OD Strategy adopted	Stuart Robinson	31-Mar-2017		Initial meeting held with IIP representative with a view to updating accreditation in the autumn. IIP review to provide basis for OD Strategy. IIP Strategic Review completed – awaiting report. Opportunity to utilise IIP40 staff survey methodology for cost effective staff survey to inform new OD Strategy – however, not practically available until early 2017/18. This will impact on delivery date for the Strategy.
Devolution deal/decision - Selby's asks reflected in deal	Dave Caulfield	31-Mar-2017		We continue to play an active role in Devolution discussions in both the Leeds City Region and York, North Yorkshire & East Riding to ensure Selby's interests are properly recognised.
Agree & start to implement the next P4G programme	Dave Caulfield	31-Mar-2017		Programme for Growth (P4G) Executive workshop session held on 22 Sept. Priorities to be agreed with members in Autumn 2016 for investment from April 2017.

Selby District Council

REPORT

Reference: E/16/30

Item 5 - Public



To: The Executive
Date: 1 December 2016
Status: Key Decision
Report Published: 23 November 2016
Author: Karen Iveson, Chief Finance Officer
Executive Member: Councillor Cliff Lunn, Executive Lead Member for Finance and Resources
Lead Director: Karen Iveson, Chief Finance Officer

Title: Draft Revenue Budget and Capital Programme 2016/17 and Medium Term Financial Plan

Summary: This report presents the draft revenue budget, capital programmes and Programme for Growth for 2017/18 to 2019/20. The 2017/18 budgets show a forecasted deficit of £901k (before planned savings) on the General Fund and a £1.3m surplus on the HRA, which is required to fund the housing capital programme. Over the next 3 years a total funding shortfall of £4.1m is forecast on the General Fund. The report identifies a number of budget pressures and presents savings proposals for dealing with this shortfall. However there is a real risk that the savings required will not be delivered in full and that the Council's reserves will be required to bridge the gap. £2.4m of reserves has been earmarked for this purpose pending delivery of savings but the on-going use of reserves to support the revenue budget in this way, is not sustainable. Whilst options for savings are being presented as part of this draft budget a shortfall in savings is likely, therefore further opportunities for savings will be invited as part of the budget consultation process.

Recommendations:

It is recommended that:

- i. the draft budgets, bids and savings be approved for public consultation and submitted to Policy Review for comments;
- ii. options for additional savings are invited as part of the consultation.

Reasons for recommendation: To enable the views of the public and Policy Review Committee members to be gathered through consultation.

1. Introduction and background

- 1.1 The Council approved its Medium Term Financial Strategy (MTFS) on 20 September 2016. The MTFS covers General Fund activities and provides the strategic financial framework for medium term financial planning and annual budget setting.
- 1.2 The Housing Revenue Account (HRA) and Housing Investment Programme (HIP) are covered by the Housing Business Plan (HBP). The current HBP was approved by Council on 24 February 2015 – a refresh is planned when the regulations flowing from the Planning and Housing Act have been issued.
- 1.3 The MTFS takes account of the Government's offer of a multi-year finance settlement for Local Government (now confirmed) which shows core funding reducing by £1m over the next 3 years (from £3.4m in 2016/17 to £2.4m in 2019/20) and a further reduction of £1m in New Homes Bonus. The MTFS recognises risk and uncertainty surrounding 100% business rates retention and on-going reductions to Government funding (Revenue Support Grant and New Homes Bonus) as the key issues for the Council's finances and confirms the Council's strategic approach to reducing its base net revenue budget in order to deliver services within its in-year resources; and investing 'one-off' or finite resources to stimulate local economic growth and achieve sustainable income through Council Tax and Business Rates growth.
- 1.4 The MTFS also confirms the Council's reserves strategy - fundamentally avoiding the use of balances to support the on-going revenue budget which is not sustainable in the long term. Instead it seeks to balance the set aside of sums to cover known commitments and financial risk, as well as earmarking resources to support delivery of the Council's Corporate Plan.

2. The Report

- 2.1 The draft revenue budgets for the 3 years from 2017/18 to 2019/20 are presented at **Appendix A** and the proposed capital programmes and Programme for Growth are shown at **Appendix B and C** respectively.

General Fund Revenue Budget

- 2.2 Taking the Council's overall service requirements together, and after appropriations to and from reserves, the estimated position for 2017/18 is:

	2017/18 £000's
Total Net Budget	11,607
Council Tax	(5,203)
RSG/NDR (per multi-year finance settlement)	(2,887)
New Homes Bonus (to be confirmed)	(2,150)
Special & Specific Grants	(204)
Collection Fund Surplus – Council Tax	(62)
Collection Fund Deficit – Business Rates (per MTFS)	(200)
Total Funding	(10,706)
Savings requirement	901

- 2.3 The draft budget includes provision for inflation where considered necessary and provision for a 1% pay award for the coming 3 years. Committed growth, (for example demand led pressures within our street scene contract) is also included where necessary along with proposals for discretionary growth. **Appendix D** identifies revenue and capital proposals for approval. The General Fund revenue budget includes contingencies totalling £300k.
- 2.4 The estimated deficit of £0.9m for 2017/18 and £1.6m for the following 2 years gives **a total funding shortfall of £4.1m over the 3 years to 2019/20**; and there remain a number assumptions and related risks within the budget.

Council Tax

- 2.5 The approved MTFs assumes a Council Tax increase of £5 for a Band D property for 2017/18. A £5 increase will take the Council average Band D charge from £165.22 to £170.22 – a rise of under 10p per week. This assumption is in line with that used by the Government in their assessment of the multi-year settlement offer.
- 2.6 The tax base for Council Tax setting purposes has been calculated at 30,568 which gives a Council Tax yield of £5.2m for 2017/18.

Savings

- 2.7 The MTFs emphasises the careful balance that is required between savings and investment in order to ensure the Council's finances remain sustainable. Delivering on-going efficiencies is a key part of the Council's 'Great Value' priority – being as efficient as possible and living within our means, whilst using the financial capacity created to generate long-term gains to improve outcomes for citizens. An approved efficiency plan is a requirement of the multi-year finance settlement.
- 2.8 Taking the proposals for Council Tax, growth, and reserve transfers and assumptions on Formula Grant the MTFs set targets for savings at circa £1m by 2017/18 and £1.7m by 2018/19 - the estimated deficit is slightly below this level but given the on-going risk and uncertainty to Local Government funding it is advisable to aim for at least these figures. A list of proposed new savings is presented at **Appendix E**.
- 2.9 The Council has made good progress against its savings target to date, but it is becoming increasingly difficult to achieve further savings from a reducing cost base. However, the focus on delivering planned savings must be maintained, given the importance of savings in achieving the Council's financial (and wider) objectives and to avoid the use of balances to support on-going spending which is unsustainable in the longer term. The Council's approach to savings covers three key strands:
- **Transforming** our business through the use of technology and flexible working to meet citizen and customer needs;
 - **Growing** our resources through charging for services and trading externally;
 - **Commissioning** from and with partners to achieve shared efficiencies and reduce the demand for public sector services.

- 2.10 A further important part of the Council's approach to balancing its revenue budget is the investment in economic growth to drive growth in Council Tax and Business Rates which in turn will reduce the gap between service costs and core funding.
- 2.11 A number of 'technical' savings are also proposed which involve the set-aside of one-off sums to reduce the on-going base budget – these include a £1.5m contribution to the Private Finance Initiative (PFI); £3.3m voluntary minimum revenue provision in relation to outstanding debt; and in-advance payments to the North Yorkshire Pension Fund to reduce employer contributions. Should these savings be approved, resources earmarked in the Special Projects and potentially the Pension Equalisation reserves would be redirected.
- 2.12 The General Fund savings listed at **Appendix E** total £1.6m, although at this stage, with the level of risk associated with the plan, it would be prudent to assume a lower level of achievement – 75% is suggested, which would leave a deficit of £661k still to be covered in 2017/18 (£2.2m over the 3 years). The MTFS provides £2.4m to support the revenue budget pending delivery of savings however with this level of deficit these funds would be almost fully depleted within the next 3 years. Failure to deliver the savings target would require the use of further reserves to balance the budget which would undermine the Council's long term financial resilience and therefore work to identify further savings to bridge the gap must continue – **further options will be invited as part of the draft budget consultation.**

Housing Revenue Account

- 2.13 The HRA budgets have been prepared using assumptions on rent rises based on the Government's formula. In 2017/18 the 1% reduction (part of the Government's 4 year plan) has been applied.
- 2.14 The estimated position HRA for 2017/18 is shown below which is around £200k short of the position estimated when the forecasts were updated in February 2016. The previous HRA savings action plan has been achieved and therefore a further £200k of savings will be sought – and options for the HRA are also list at **Appendix E.**

	2017/18 £000's
Total Net Budget	10,741
Less Dwelling Rents	(12,070)
(Surplus) / deficit transferred to Balances/MRR	(1,329)

- 2.15 A surplus position is anticipated for 2017/18 which will be required to meet the capital programme. Future surpluses will be transferred to the Major Repairs Reserve to either repay debt or spend on the future HRA capital programme, including new build projects. The HRA also includes a contingency of £75k.

General Fund Capital Programme

- 2.16 The General Fund capital programme includes previously approved projects as well as new growth – a summary of the growth proposals is shown at

Appendix D and the draft capital programme is attached at **Appendix B**.

- 2.17 There is limited room for additional revenue contributions to support the capital programme and therefore it is largely supported by capital receipts, external grants and earmarked reserves. The following table presents a summary of the proposed programme:

Programme	2017/18 £000's	2018/19 £000's	2019/20 £000's
Asset Management works	803	320	320
Grants & loans	522	377	377
ICT Replacement	697	332	33
Housing developments	1,250	1,250	
Total Programme	3,272	2,279	730
Funding			
Capital Receipts	175	30	30
Grants	347	347	347
Reserves	1,500	652	353
Borrowing	1,250	1,250	
Total Funding	3,272	2,279	730

- 2.18 Projects include enhancement of existing assets such as car parks (£900k over 3 years), Selby and District Housing Trust developments, Disabled Facilities Grants and ICT projects. The latter cover a range of replacement and new systems, hardware and infrastructure (including a replacement asset management system) – funding for ICT projects is covered by the ICT Replacement Reserve.

Housing Investment Programme

- 2.19 The Housing Investment Programme (HIP) includes a number of growth proposals to ensure our homes continue to meet the decency standard – these proposals are shown at **Appendix E** and the updated HIP is at **Appendix B**. The following is a summary of the draft programme:

Programme	2017/18 £000's	2018/19 £000's	2019/20 £000's
Electrical works	240	240	240
Central heating	545	545	545
Roof replacements		220	400
Damp works	220	220	220
Doors	130	120	120
Kitchens and bathrooms	170	160	160
Fencing & Gates	40	40	40
Pointing	300	300	300
New Build Programme	1,250	1,250	
Estate Enhancements	293	133	100
Other	406	235	325
Total Programme	3,594	3,463	2,450

Funding	2017/18 £000's	2018/19 £000's	2019/20 £000's
Major Repairs Reserve	2,184	2,213	2,450
HRA Balances	160		
Borrowing	1,250	1,250	
Major repairs reserve	3,594	3,463	2,450

Programme for Growth

- 2.20 The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to 'make Selby a great place'. The current Programme is under review and it is anticipated that funding will be rolled into the new Programme from 2017/18. For the purposes of planning, the MTFS indicated an initial sum of £10m would be made available over the next 3 years.
- 2.21 The programme is funded by New Homes Bonus (currently up to £880k p.a.), and business rates receipts from renewable energy facilities (potentially £5m p.a. subject to the outcome of 100% business rates retention). At this stage further economic development initiatives are anticipated but more detailed work on the proposals is needed, therefore it is proposed to allocate indicative funding pending development of project briefs. Outline proposals for a 2017/18 programme are set out at **Appendix C**, a summary of the programme shows:

Special Projects/Programme for Growth Reserve	2017/18 £000's
Balance brought forward (subject to spend in 2016/17)	8,978
NHB/Business Rates (per MTFS and not confirmed)	1,080
Total Resources	10,058
Estimated project spend	2,450
Balance available for allocation	7,608

- 2.22 The savings plan proposes that £4.8m of resources earmarked for the Programme are diverted towards on-going revenue savings, which would leave £2.8m of the above balance available for projects. However, with the potential for further business rates windfalls and New Homes Bonus and subject to the needs of the revenue budget, there is the potential for additional resources in the future. Future allocations to projects clearly will be subject to available resources at that time.

Reserves

- 2.23 The Council has a robust reserves strategy which is reviewed annually as part of the refresh of the MTFS. A forecast of reserve balances based on the MTFS assumptions and draft budget, is set out at **Appendix F**. As at 31 March 2017 reserves are forecast at:

Reserves	31 March 2017 £000's
General Fund	
Commitments	3,760
Growth and improvement	11,220
Risk	6,196
Total General Fund Reserves	21,176
HRA	
Balances	1,993
Major Repairs	4,447
Total HRA Reserves	6,440
Capital receipts (from asset sales)	3,560

- 2.24 Reserves to fund commitments are replenished by regular revenue contributions to ensure they remain sustainable. Of the £3.8m balance, £2.3m relates to the PFI – this plus a further £1.5m is estimated to be required over the remainder of the contract.
- 2.25 Reserves for growth and improvement include the £9m for the Programme for Growth (from New Homes Bonus and the Business Rates windfall) and £1.8m in S106 affordable housing commuted sums, which must be spent on affordable homes. Reserves to manage risk include £3m from Business Rates to support the revenue budget (per MTFS) and £1.6m General Working Balance.
- 2.26 The HRA reserves are General Balances and the Major Repairs Reserve (MRR) which are ring-fenced for the HRA. The overall estimated surplus of £1.3m on the HRA for 2017/18 will be transferred to the MRR. The HRA capital programme will require £2.2m from the MRR in 2017/18.
- 2.27 These earmarked reserves provide the financial capacity to fund the capital programmes and other irregular expenditure. Based on the proposals within this draft budget it is estimated that £7.4m will be required from reserves to fund growth bids and projects, with potentially a further £661k (paragraph 2.12) required to support the revenue budget (subject to savings delivery). Reserves contributions of £7m are forecast for the year, although further Business Rates windfalls are not expected to be confirmed until April 2017.

Budget Risk Assessment

- 2.28 As part of the annual budget process a risk assessment of the Council's major budgets is undertaken. The continuing uncertainty in the wider economy, cuts to public sector funding and the uncertainty within the funding regime, mean greater financial risk for the Council. Areas that are particularly high risk are central government funding, income generation and savings as well as demand led cost pressures – in services such as waste and recycling.
- 2.29 The Council's contingency budgets, earmarked reserves and general balances provide a buffer for these risks and are crucial to ensure sustained financial resilience and viability.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

3.1.1 None as a result of this report.

3.2 Financial Issues

3.2.1 As set out in the report.

4. Conclusions

- 4.1 The draft General Fund revenue budget for 2017/18 assumes a Council Tax rise of £5 for a Band D property and requires savings and/or reserve contributions to balance a £901k deficit in 2017/18 and a £1.6m deficit in 2018/19 and 2019/20 – a total of £4.1m over the next 3 years.
- 4.2 The budget provides for a capital programme to meet General Fund and HRA needs and also includes a Programme of Growth to support the Council's new Corporate Plan – delivering economic growth and generating sustainable income for the Council as core government funding reduces.
- 4.3 A General Fund savings target of circa £1.7m has been set, to balance the budget over the next 3 years given our assumptions on central Government funding and savings of £200k are forecast for the HRA. The pace of savings is expected to be such that support from reserves will be required to balance the revenue budget in the shorter term. The MTFs includes £2.4m in the Business Rates Equalisation Reserve to provide this support.
- 4.4 Options for savings are presented for consideration but at this stage a gap between anticipated funding and costs remains and therefore further options for savings will be invited as part of the budget consultation.

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Appendices:

- A – Revenue estimates
- B - Capital programmes
- C - Programme for Growth
- D - Growth bids
- E - Savings
- F - Reserves

GENERAL FUND SUMMARY 2017/18 - 2019/20

	2017/18 Original £	2018/19 Original £	2019/20 Original £	Comments
Leadership & Extended Leadership Team	895,510	903,942	912,459	
Operational Services	3,681,470	3,548,021	3,601,791	
Business Development & Improvement	1,137,590	1,128,367	1,019,126	
Commissioning, Contracts & Procurement	3,747,510	4,010,738	4,036,918	
Community, Partnerships & Customers	165,000	101,680	66,680	
Strategic Planning, Policy & Economic Development	379,270	282,733	237,285	
Finance Services	2,471,130	2,520,690	2,571,390	
Legal & Democratic	659,140	663,479	670,397	
Service Budgets	13,136,620	13,159,649	13,116,045	
CEC Charged to HRA	(2,561,240)	(2,581,751)	(2,633,387)	
Recharge to HRA for Capital Programme Delivery	(136,977)	(138,347)	(139,730)	
Net Service Budget	10,438,403	10,439,551	10,342,928	
Net Service Budget after planned savings	10,438,403	10,439,551	10,342,928	
Investment Income	(100,000)	(130,000)	(140,000)	
External Interest	90,575	75,200	75,200	
Parish CTS Grant	77,000	70,000		Grant ceases from 19/20
Capital A/c Adjustment MRP Charge	378,037	379,232	380,609	
Capital A/c Adjustment DFG & Conservation Grants	(155,000)			Reversal of net capital costs - grant increased from 2018/19 bringing net cost to nil
Capital A/c Adjustment Capital Chgs	(758,680)	(740,330)	(685,000)	
Approved Growth bids/Projects:				
Asset Management	2,940	19,700	152,000	
ICT Projects	192,500	32,500	150,000	
2017/18 Budget New Growth Bids (not yet approved)				
Revenue	90,224	14,664	14,664	
Asset Management Projects	475,000	300,000	300,000	
ICT Projects	377,628	107,500		
Local Plan	221,550			
District Election			136,000	
Discretionary Rate Relief	100,000			
Contingencies	300,000	300,000	300,000	
Net Budget before contribution to/(from) Reserves*	11,730,177	10,868,017	11,026,401	
Contribution To Reserves				
Asset Management	182,270	182,570	182,570	Additional £30k added to support investment in car parks
ICT	141,000	141,000	141,000	
PFI	344,794	349,163	352,269	Saving from Interest rate reduction approx. £50k
Pension Equalisation Reserve	191,593	191,593	191,593	Adjusted for Pension TV
District Election	34,000	34,000	34,000	
Special Projects (Programme for Growth)	1,080,000	1,280,000	1,480,000	
Local Plan	50,000	50,000	50,000	
Contribution From Reserves				
NYCC Collaboration Reserve	(50,000)			
Asset Management	(477,940)	(319,700)	(452,000)	
ICT	(601,588)	(171,775)	(150,000)	
PFI	(410,230)	(418,430)	(427,000)	
Discretionary Rate Relief Fund	(100,000)			
Business Development	(83,380)	(84,214)		
District Election			(136,000)	
Local Plan	(221,550)			
Special Projects / Programme for Growth	(201,500)	(89,500)		
Business Rates Equalisation				£2.4m earmarked to support savings plan
Contingency	-	-	-	
NET REVENUE BUDGET	11,607,646	12,012,725	12,292,833	Target for 17/18 is £10.5m
Grant RSG	(592,672)	(265,213)	-	
NNDR	(2,294,452)	(2,362,140)	(2,438,000)	Excludes Drax renewables per MTFS £184k estimated beyond MTFS from 17/18 - awaiting outcome of consultation additional and therefore at risk
New Homes Bonus	(2,150,000)	(1,705,000)	(1,735,000)	
Special and Specific Grants*	(203,789)	(167,386)	(192,000)	
Amount to be met from Council Tax	6,366,733	7,512,986	7,927,833	
Council Tax Requirement				
Council Tax to be Levied	(5,203,251)	(5,409,651)	(5,619,658)	
Council Tax Collection Fund Deficit/(Surplus)	(62,000)	(65,000)	(70,000)	
Business Rates Collection Fund Deficit/(Surplus)	(200,000)	(400,000)	(600,000)	Excludes Drax renewables per MTFS
Shortfall / (surplus)	901,482	1,638,334	1,638,174	Savings requirement
C Tax Base	30,568	30,873	31,182	
Council Tax Rate	170.22	175.22	180.22	

HOUSING REVENUE ACCOUNT SUMMARY 2017/18 to 2019/20

	2017/18 Original £	2018/19 Original £	2019/20 Original £	Comments
Operational Services	2,988,750	2,995,760	3,002,890	All salary costs removed, only inflation increases reflected.
Commissioning, Contracts & Procurement	101,010	103,440	105,920	Increase in grounds maintenance contract
Service Budgets	3,089,760	3,099,200	3,108,810	
CEC Recharges from GF	2,694,890	2,716,738	2,769,723	All HRA salaries plus new posts funded from capital savings
Net Service Budget	5,784,650	5,815,938	5,878,533	
Contingency	75,000	75,000	75,000	To support housing development costs / properties out of management
Debt Management Expenses	6,000	6,000	6,000	Support TM costs, part of NYCC contract
Investment Income	(25,000)	(32,500)	(35,000)	Based on MTFS assumptions
HRA Debt - Payment of Interest	2,637,930	2,637,930	2,637,930	Assumes additional borrowing (£5m) will be taken, reduces in 2020/21.
Provision for Bad & Doubtful Debts	123,140	121,610	120,000	1% of gross rent, universal credit may impact on future assumptions
Pension - Past Service Costs	216,810	225,720	234,960	Based on latest NYCC schedule
Net Budget before contribution to/(from) Reserves	8,818,530	8,849,698	8,917,423	
Contribution To Reserves				
Comp Development Cont	50,000	50,000	50,000	Contribution to ICT Reserve
Major Repairs Reserve				
Reversal of Depreciation Charges	(1,296,640)	(1,296,640)	(1,296,640)	Included in service budgets
MRA re dwellings dep'n equivalent	1,296,640	1,296,640	1,296,640	Proxy revenue contribution to MRR, equal to depreciation.
Previously Approved Revenue Contribution to Capital Program	613,360	773,360	543,360	Additional amount of revenue required to cover current capital programme.
HRA Debt - Voluntary MRP	1,260,000	1,260,000	1,260,000	Provision to repay self financing debt
NET REVENUE BUDGET	10,741,890	10,933,058	10,770,783	
Dwelling Rents	(12,070,000)	(11,920,000)	(11,760,000)	1% Rent reduction for 4 years commencing 2016/17, unknown as yet what will happen for 2020/21
Shortfall / (surplus)	(1,328,110)	(986,942)	(989,217)	To MRR to maintain stock & support future development.
Contribution To/ (From) HRA Reserves (MRR)	1,328,110	986,942	989,217	Transfer to MRR to meet demands of capital programme and new build

2016/17 – 2019/20 GENERAL FUND CAPITAL PROGRAMME

PROJECTS	Approved Programme 2016/17 £	Estimated Programme 2017/18 £	Estimated Programme 2018/19 £	Estimated Programme 2019/20 £
Asset Management Plan Leisure Centres & Park	43,000	2,940	19,700	20,080
Denison Road Changing Rooms		30,000		
Road Adoption - Industrial Units Sherburn	13,660			
Hurricane Close & Swordfish Way Road Adoption		325,000		
Enhancement of Car Parks		300,000	300,000	300,000
Selby Park Wall		45,000		
Industrial Unit Maintenance		47,000		
Bus Station Shelters		53,000		
Replacement Car Park Ticket Machines	52,000			
Collapsed Culvert - Portholme Road	356,670			
Edgerton Lodge Refurbishment		TBC		
Housing Development (Loans to SDHT)	2,243,360	1,250,000	1,250,000	
Grants				
Disabled Facilities Grants	358,870	491,958	346,958	346,958
Repair Assistance Loans	30,000	30,000	30,000	30,000
ICT Hardware & Systems Within ICT Strategy				
Implementation & Infrastructure Costs	518,755	679,170	278,500	15,000
Desktop Replacement Programme	17,500	17,500	53,500	17,500
CRM & Website				
Mobile Working Solution	249,800			
TOTAL	3,883,615	3,271,568	2,278,658	729,538
SUMMARY OF FUNDING				
Capital Receipts	233,870	175,000	30,000	30,000
Grants & Contributions	155,000	346,958	346,958	346,958
Reserves	1,251,385	1,499,610	651,700	352,580
Borrowing	2,243,360	1,250,000	1,250,000	0
TOTAL	3,883,615	3,271,568	2,278,658	729,538

2016/17 – 2019/20 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

PROJECTS	Approved Programme 2016/17 £	Estimated Programme 2017/18 £	Estimated Programme 2018/19 £	Estimated Programme 2019/20 £
PROJECTS				
<u>Current Projects</u>				
Electrical Rewires	240,000	240,000	240,000	240,000
Central Heating - Gas	502,500	470,000	470,000	470,000
Central Heating - Solid Fuel	75,000	75,000	75,000	75,000
Roof Replacements	532,650		220,000	400,000
Damp Surveys & Works	230,000	220,000	220,000	220,000
Door & Window Replacements	140,000	130,000	120,000	120,000
Kitchen Replacements	237,000	140,000	130,000	130,000
Pre Paint & Cyclical Repairs	150,000	160,000	160,000	160,000
Void Property Repairs	60,000	65,000	65,000	65,000
Asbestos Condition Survey	30,000	30,000		
Fencing & Gates	40,000	40,000	40,000	40,000
Bathroom Replacements	205,530	30,000	30,000	30,000
Pointing Works	566,840	300,000	300,000	300,000
<u>New Projects</u>				
Fire Alarm System at St Wilfrids Court	25,000			
Laurie Backhouse Court Refurbishment	192,890	28,000		
Environmental Improvement Plan	185,000	160,000		
Garage Sites	50,000	20,000	10,000	
Ousegate Fire Alarm System	15,000			
Byram Park Road Demolition	88,490			
Footpath Repairs		30,000		
Estate Enhancements		133,000	133,000	100,000
Ousegate Refurbishment		60,000		
St Wilfrids Court Refurbishment				100,000
St Wilfrids Court Lifeline Equipment & Door Entry		13,000		
New Build - Phase 1 15 Bungalows	1,937,900			
New Build Projects	1,289,340	1,250,000	1,250,000	
TOTAL	6,793,140	3,594,000	3,463,000	2,450,000
SUMMARY OF FUNDING				
Revenue Contributions	2,038,310	887,360	916,350	1,153,360
Major Repairs Reserve	1,254,100	1,296,640	1,296,650	1,296,640
HRA Balances	273,490	160,000		
Borrowing	2,800,000	1,250,000	1,250,000	
Capital Receipts	76,120			
S.106 Commuted Sums - affordable housing subsidy	351,120			
TOTAL	6,793,140	3,594,000	3,463,000	2,450,000

Programme for Growth 3 - Indicative Programme

Project Theme	Project	Indicative Funding 2017/18 £000's	Comments
Towns regeneration	Completing the Towns Masterplanning to set long term visions and identify improvements needed, with Action	150	Projects flowing from the action plans will be subject to individual business case.
Tourism and culture	Develop a Visitor Strategy, Action Plan and an Events Programme to support key events including the Tour de Yorkshire	270	Projects flowing from the action plans will be subject to individual business case. £120k has already been allocated to the TdY for 2017.
Housing	" Stepping-up housing delivery " - strategic review	50	This review would set the strategic direction and facilitate delivery of a wider housing delivery programme including (but not limited to) direct delivery by SDC (and/or an alternative delivery vehicle) using funding from s106 commuted sums, capital receipts, HCA funding and potentially borrowing.
	Olympia Park - to carry out essential work (ground conditions/delivery models/viability etc) to support a public sector delivery role	200	This budget would enable SDC to work in partnership with NYCC and HCA to deliver public sector proposal for housing and employment on Olympia Park - linked to the project above and subject to the ultimate business case, a proposal for the Council to invest in the project may be developed.
Infrastructure	Strategic sites masterplanning e.g. Kellingley, Gascoigne Wood, Eggborough, Sherburn Enterprise Park, Selby Station etc	250	Potential projects flowing from the masterplanning will be subject to individual business case and may involve some direct delivery by the Council and/or facilitating delivery by or in partnership with others.
	Access to employment	100	To pilot a scheme to connect people to work opportunities with potential for this to be targeted towards our most deprived wards.

Project Theme	Project	Indicative Funding 2017/18 £000's	Comments
	Green energy - planning application and grid connection for a land based scheme at Burn Airfield	50	This builds on the feasibility work done by APSE Energy and would involve securing the grid connection for a scheme on Burn Airfield to enable project to be 'oven ready' when grid parity is
Business	Growing enterprise & SME growth advisor	50	Continuation of existing project.
	Church Fenton Studios enabling	300	Expansion into major film production centre on the back of success of Victoria and US interest; use to match fund LEP investment.
	Business space and accommodation review	30	To review the existing and potential future business space needs for key economic sectors identified in the EDS. It will include reviewing the potential in our town centres to support young enterprise through dedicated workspace provision.
Sub-total initial projects 2017/18		1,450	
	Internal capacity for up to 3 years	3,000	Up to £1m p.a. and subject to the requirements of the programme.
	Project Delivery Fund	5,550	Fund to support delivery of projects arising from the strategic work undertaken initially.
Total Funding		10,000	Subject to NHB and NNDR receipts

GENERAL FUND NEW BIDS 2017/18 - 2019/20

Priority 1 - To Do Business

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term
		17/18	18/19	19/20	17/18	18/19	19/20		
Work to bring the road at Hurricane Close and Swordfish Way up to adoptable standard as identified in civil engineer's report. Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid	Fund from Capital Receipt for sale of Hurricane Close	0	0	0	325,000	0	0	If work not done SDC will be liable for any future maintenance work to keep carriageway up to standard	One-Off
Maintenance and improvement work to industrial units identified in stock condition survey Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid	Fund from Asset Management Reserve	0	0	0	47,000	0	0	Not keeping units up to standard may reduce occupancy levels and reduce income	One-Off
Enhancement of Car Parks - Years 1 to 3 of a proposed 5 year programme. Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid	Fund from Asset Management Reserve	0	0	0	300,000	300,000	300,000	Reduction in responsive repairs, increased economic activity and customer confidence and perception of the district. Costs are a 'worst case' and subject to an assessment of specific works required, may be revised downwards.	
Total Value of new Priority 1 Bids		0	0	0	672,000	300,000	300,000		

Priority 2 - To Enjoy Life

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term
		17/18	18/19	19/20	17/18	18/19	19/20		
To bring the changing accommodation at Denison Road back into use and replace the goal posts. Minor repairs at Portholme Road changing accommodation. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid	To enjoy life, through more people taking part in physical activity and developing healthy behaviours Fund from Asset Management Reserve				30,000				One-Off
		0	0	0	30,000	0	0		
PLAN Selby - Planning Policy Team - A variety of evidence / support costs Lead Director - Dave Caulfield Portfolio Lead - Cllr J Mackman Net Cost of Bid	Fund from Local Plan Reserve	221,550						PLAN Selby is a statutory document. The government have a deadline for local authorities to get local plans in place by early 2017.	One-Off
		221,550	0	0	0	0	0		
A stock condition survey to gather dwelling stock modelling data and a health impact assessment for Selby district private sector stock, including detailed information on HMOs and Energy Efficiency data. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid	Fund from Revenue	48,280						Not doing the survey will limit the councils ability to implement the Housing Strategy.	One-Off
		48,280	0	0	0	0	0		
Take down and rebuild Selby Park wall which is leaning and potentially unsafe. Replace Selby Park lights, which are failing and obsolete, with LED lights. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid	Fund from Buildings Repairs Reserve				45,000			Potential for wall to collapse, lights are inefficient and unreliable.	One-Off
		0	0	0	45,000	0	0		
The Bus Station shelters are in disrepair creating the feeling of neglect and the lighting in the bus station is inadequate Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid	Fund from Asset Management Reserve				53,000			Not doing the replacement and lighting enhancements will result in poor perceptions regarding safety, local economy and reputation of the council to deliver its corporate ambitions	One-Off
		0	0	0	53,000	0	0		
To provide a Repair Assistance Loan service to provide urgent house repairs to vulnerable households in the private sector, to continue to provide the same level of service. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid	Fund from recycled capital receipts				30,000	30,000	30,000	Provides an essential safety net to vulnerable private sector residents.	One-Off
		0	0	0	30,000	30,000	30,000		
Enhanced funding for the Disabled Facilities Grant system (see approved bids). The grant has increased through the better care fund. The intention for 2017/18 is to still utilise capital receipts to remove the waiting list the Council has for adaptations. The capital receipt will not be required going forward as the level of grant if remains consistent will be sufficient to meet demand. Additional Grant Funding (over & above £155k) Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid	Saving to Capital receipts				191,958	46,958	46,958	Will allow the Council to increase capacity to reduce the DFG waiting list in Council properties.	Perm
					-191,958	-191,958	-191,958		
		0	0	0	0	-145,000	-145,000		
Edgerton Lodge - redevelopment options. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid					TBC			Not maximising the income from existing estate asset. Loss of income. Options Paper to follow which will identify costs and funding source(s).	One-Off
		0	0	0	0	0	0		
Total Value of new Priority 2 Bids		269,830	0	0	158,000	-115,000	-115,000		

Delivering Great Value

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term
		17/18	18/19	19/20	17/18	18/19	19/20		
Housing Benefit Overpayment (HBO) - Additional resources within the Debt Control Team Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid		27,280						If the post is not continued for 17/18, the risk is that the HBO debt will continue to grow and there is insufficient resources within the current Debt Control team to continue with the good work which has been started.	One-Off
	Fund from Revenue	27,280	0	0	0	0	0		
Asset Management System Replacement Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid	Support Implementation	5,664	5,664	5,664	144,580			Current workarounds and manual systems risks failure to import accurate information to lettings or maintenance records which may impact adversely upon customer service, work plan quality, health & safety or organisational reputation	
	Fund from ICT Reserve / Revenue	70,712	5,664	5,664	144,580	0	0		
GIS system - bring up to date and enable it to be used robustly be service areas across the organisation Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid		5,000	5,000	5,000	100,000			A robust GIS system would impact across the organisation and make huge efficiencies by creating capacity from current duplicated, complicated working practices	
	Fund from Revenue / ICT Reserve	5,000	5,000	5,000	100,000	0	0		
Web Chat - to help keep customers online using automated workflow and end to end fulfilment for a selection of services Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid		4,000	4,000	4,000	10,000			Webchat is dependent on support from the Business Development Team for procurement and implementation. NYCC may be required for any development to implement the software onto the servers and network	
	Fund from Revenue / ICT Reserve	4,000	4,000	4,000	10,000	0	0		
Committee Management System for managing meeting documentation, Elected Member information, publication of meeting documentation and solution to paperless meetings with app for members tablets. Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid					18,000			The risks of not introducing a Committee Management system will mean the continuation of the current way of working which is inefficient in terms of documentation publication on the website, lack of information regarding members and restricted tools in managing the decision making process.	One-Off
	Fund from ICT Reserve	0	0	0	18,000	0	0		
ICT Bids Renewal of desktop terminals ICT Infrastructure Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid						36,000		If the terminals are not replaced the existing stock will become increasingly unreliable and out of date	One-Off
	Fund from ICT Reserve				40,000	71,500		Infrastructure costs including Storage Area Network & ports, Juniper Firewall, Exchange Licences, ESXI Hardware and Citrix Software Licences.	One-Off
		0	0	0	40,000	107,500	0		
Total Value of new Delivering Great Value Bids		106,992	14,664	14,664	312,580	107,500	0		
Total Value of new General Fund Bids		376,822	14,664	14,664	1,142,580	292,500	185,000		

Funding	17/18	18/19	19/20	17/18	18/19	19/20
Local Plan Reserve	221,550					
ICT Reserve	65,048			312,580	107,500	0
Capital Receipts saving					-145,000	-145,000
Capital Receipts				355,000	30,000	30,000
Asset Management Reserve				475,000	300,000	300,000
Revenue	90,224	14,664	14,664			
	376,822	14,664	14,664	1,142,580	292,500	185,000

HRA NEW BIDS 2017/18 - 2019/20

Priority 2 - To Enjoy Life

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term
		17/18	18/19	19/20	17/18	18/19	19/20		
Addition to preparing and cyclical repairs for works identified in stock condition surveys Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid	Maintain fabric of building				10,000	10,000	10,000	Not doing repairs will prevent painting. Not painting dwellings will result in failure of components and increase repair costs	Permanent
		0	0	0	10,000	10,000	10,000		
Footpath Repairs Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid					30,000			Failure to effectively repair will increase complaints and compensation claims and future insurance costs.	One-Off
		0	0	0	30,000	0	0		
Refurbishment of Laurie Backhouse Court lift - to bring up to standard and comply with new DDA legislation Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid					28,000			Lift will not meet legal requirements	One-Off
		0	0	0	28,000	0	0		
Estate Enhancements - to improve the public realm on our estates including the refurbishment of garages not part of housing development to enable letting. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid					133,000	133,000	100,000	Perception of unmanaged estate creating a negative view of the neighbourhood	Fixed
		0	0	0	133,000	133,000	100,000		
Ousegate Lodge - refurbishment to enhance safety and meet the aims of the homelessness strategy Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid					60,000			Improve stock condition and safety.	One-Off
		0	0	0	60,000	0	0		
Roof replacements identified in stock condition surveys - 90 roofs in various locations. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid							400,000	Reduction in responsive repairs	One-Off
		0	0	0	0	0	400,000		
Refurbish communal areas of St Wilfrids Court to include decorations and carpeting Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid							100,000	Not refurbishing communal areas will make accommodation less attractive, possibly resulting in under occupancy and loss of income	One-Off
		0	0	0	0	0	100,000		
Upgrade of Lifeline equipment and door entry system at St Wilfrids Court. Lead Director - Julie Slatter Portfolio Lead - Cllr R Musgrave Net Cost of Bid					13,000			Allows for Lifeline system to be integrated with the door control and fire alarm system, each system currently works independently and is at risk of failure due to age which then has an associated risk to the elderly and vulnerable residents.	One-Off
		0	0	0	13,000	0	0		
Total Value of new Priority 2 Bids		0	0	0	274,000	143,000	610,000		

Delivering Great Value

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term
		17/18	18/19	19/20	17/18	18/19	19/20		
Housing Management System Replacement - Bid in addition to £175K carried forward from 15/16 Capital Programme	Support	9,269	9,269	9,269	191,589			The current system will not be supported from April 2018 and so failure to replace the system will risk financial penalties for the organisation. The timeframe for decision making and project delivery must take into account the date for cessation of support	
Lead Director - Julie Slatter Portfolio Lead - Cllr C Lunn Net Cost of Bid	Implementation	65,049							
Total Value of new Delivering Great Value Bids		74,318	9,269	9,269	191,589	0	0		
		74,318	9,269	9,269	191,589	0	0		
Total Value of new HRA Bids		74,318	9,269	9,269	465,589	143,000	610,000		

Funding	17/18	18/19	19/20	17/18	18/19	19/20
Revenue	9,269	9,269	9,269			
ICT Reserve	65,049			191,589		
HRA Major Repairs Reserve				274,000	143,000	610,000
	74,318	9,269	9,269	465,589	143,000	610,000

REFRESHED/NEW SAVINGS IDEAS

Potential Saving	Year	Total £000's	GF £000's	HRA £000's	Comments	Delivery	Risk
Income Generation							
Pest Control	16/17	0	0	0	Introduce a charge for rat removal	Current contract expires 31/03/17 <i>Sponsor: Keith Cadman</i>	Low (if politically acceptable)
	17/18	15	15	0			
	18/19	15	15	0			
	19/20	15	15	0			
Income generation	16/17	0	0	0	Approx. 10% increase in income from fees and charges (excluding pest control above), including: Commercial estate; property maintenance trading; Improved income and debt collection across the HRA and General Fund. Note this is an increase in demand and/or new services not an increase in existing charges unless charges do not currently cover cost	A review of fees and charges is to be undertaken following the introduction of the new fees and Charges Policy. If up-front investment is required this could be funded from the Business Development Reserve <i>Sponsor: Stuart Robinson</i>	High
	17/18	0	0	0			
	18/19	0	0	0			
	19/20	185	185	0			
Transformation							
Process improvements and shift to on-line transactions through digital transformation	16/17	0	0	0	New housing and asset management systems £210k; Revenues and Benefits £25k; Licensing £25k; Democratic Services/Elections/Land Charges £25k	A corporate programme is considered to be the most appropriate way to deliver this transformation. Investment in ICT would be required and the replacement programme will enable this <i>Sponsor Julie Slatter</i>	Medium
	17/18	0	0	0			
	18/19	75	70	5			
	19/20	285	91	194			
Planning Service Review	16/17	0	0	0	Timing of savings tbc as part of action planning	Efficiencies to be implemented through the review action plan <i>Sponsor: James Cokeham</i>	Medium
	17/18	0	0	0			
	18/19	200	200	0			
	19/20	200	200	0			
Asset Rationalisation	16/17	0	0	0	Relocation of contact centre to Civic Centre following completion of extension £100k	Subject to negotiation <i>Sponsor: Julie Slatter</i>	Medium
	17/18	100	100	0			
	18/19	100	100	0			
	19/20	100	100	0			

Commissioning							
Commissioning – collaboration and shared services	16/17	0	0	0	Much has already been done to deliver savings through outsourcing and partnership working therefore this target reflects the potential for any remaining opportunities across all services: Comms and HR; Procurement/assets team; cleaning; community centres	This cross cutting saving is dependent upon opportunities identified through value for money work reviews. Up-front investment may be required to deliver on-going savings. Resources available in the Business Development Reserve. Individual projects are still to be determined <i>Sponsor: Julie Slatter</i>	High
	17/18	0	0	0			
	18/19	0	0	0			
	19/20	100	80	20			
Growth							
SDHT Loans	16/17	0	0	0	2% above investment returns	Subject to scheme viability and progress <i>Sponsor: Dave Caulfield</i>	High
	17/18	30	30	0			
	18/19	60	60	0			
	19/20	100	100	0			
Lending to other third parties	16/17	0	0	0	Subject to projects/initiatives flowing from the ED Strategy/P4G but for example a loans fund of say £1m could generate additional returns (say 4%) above the Council's average investment return	Lending could support house building and/or business growth. It would be subject to criteria and limits and provision for an element of default would be required <i>Sponsor: Dave Caulfield</i>	High
	17/18	0	0	0			
	18/19	0	0	0			
	19/20	40	40	0			
Programme for Growth – direct return on investments	16/17	0	0	0	Assuming direct investment of circa £5m a 5% return would achieve £250k p.a.	Subject to Programme for growth projects <i>Sponsor: Dave Caulfield</i>	High
	17/18	0	0	0			
	18/19	0	0	0			
	19/20	250	250	0			
Tax Base Growth	16/17	0	0	0	0.5% above standard 1% assumption	Subject to growth in property numbers – tax base refreshed annually. <i>Sponsor: Dave Caulfield</i>	Medium
	17/18	25	25	0			
	18/19	50	50	0			
	19/20	75	75	0			
Business Rates Growth	16/17	0	0	0	2% above MTFS assumption	Subject to growth in RV/Yield and BRR system. BRR income now below SDC's tariff which means gross yield would have to increase by around £5m before we see growth. Note this excludes Drax renewables windfall <i>Sponsor: Dave Caulfield</i>	High
	17/18	0	0	0			
	18/19	0	0	0			
	19/20	200	200	0			

Other							
PFI	16/17	60	60	0	£1.5m contribution to PFI reserve would negate need for on-going revenue contributions to the reserve and generate £60k saving p.a.	This is a technical accounting adjustment and subject to approval would be reflected in the accounts for 2016/17 <i>Sponsor: Karen Iveson</i>	Low
	17/18	60	60	0			
	18/19	60	60	0			
	19/20	60	60	0			
MRP	16/17	185	185	0	Would require £3.3m of reserves to be set aside to repay debt. However the cash would remain in the Council's cash balances until such time as the debt is repaid and would be available for investment in the meantime	This is a technical accounting adjustment and subject to approval would be reflected in the accounts for 2016/17 <i>Sponsor: Karen Iveson</i>	Low
	17/18	185	185	0			
	18/19	185	185	0			
	19/20	185	185	0			
Pension Fund Deficit	16/17	0	0	0	Explore potential to make upfront payments to the pension fund to reduce the on-going deficit. Annual upfront payments would achieve a discount of 2.2%; 3 years paid upfront would generate a 6.3% discount - awaiting legal advice from the Pension Fund. Deficit contribution is £560k in 17/18 - 6.3% discount = £35k split between GF and HRA	Subject to Pension Fund approval. <i>Sponsor: Karen Iveson</i>	Low
	17/18	35	25	10			
	18/19	35	25	10			
	19/20	35	25	10			
Total by 19/20		1,830	1,606	224			
50% confidence		915	803	112			
75% confidence		1,373	1,205	168			

Indicative Profile - GF

Potential Saving	Sponsor	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk
Pest Control	KC	0	15	15	15	Low (if politically acceptable)
Income generation	SR	0	0	0	185	High
Process improvements /on-line transactions	JS	0	0	70	91	Medium
Planning service review	JC	0	0	200	200	Medium
Asset rationalisation	JS	0	100	100	100	Medium
Commissioning & collaboration	JS	0	0	0	80	High
New SDHT Loans	DC	0	30	60	100	High
Lending to third parties	DC	0	0	0	40	High
Programme for Growth	DC	0	0	0	250	High
Tax Base Growth	DC	0	25	50	75	Medium
Business Rates Growth	DC	0	0	0	200	High
PFI	KI	60	-60	60	60	Low
MRP	KI	185	185	185	185	Low
Pension Fund Deficit	KI	0	25	25	25	Low
Total		245	320	765	1,606	
50% confidence		123	160	383	803	
75% confidence		184	240	574	1,205	

Savings target forecast at £1.7m per MTFs

Indicative Profile - HRA

Potential Saving	Sponsor	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk
Process improvements /on-line transactions	JS	0	0	5	194	Medium
Commissioning & collaboration	JS	0	0	0	20	High
Pension Fund Deficit	KI	0	10	10	10	Low
Total		0	10	15	224	
50% confidence		0	5	8	112	
75% confidence		0	8	11	168	

Savings target forecast at approx £200k

Description	Estimated Balance 31 March 17	Use	Transfers	Contribs	Estimated Balance 31 March 18	Use	Contribs	Estimated Balance 31 March 19	Use	Contribs	Estimated Balance 31 March 20
	£	£	£	£	£	£	£	£	£	£	£
Revenue Reserves											
General Fund											
Reserves to fund future commitments:											
PFI Scheme	2,344,660	- 410,230		344,794	2,279,224	- 418,430	349,163	2,209,957	- 427,000	352,269	2,135,226
ICT	736,852	- 601,588		191,000	326,264	- 171,775	191,000	345,489	- 150,000	191,000	386,489
Asset Management	517,801	- 477,940	228,682	182,270	450,813	- 319,700	182,570	313,683	- 452,000	182,570	44,253
Election	79,934			34,000	113,934		34,000	147,934	- 136,000	34,000	45,934
Open Space Maintenance	80,460		- 80,460		0			0			0
	3,759,708	- 1,489,758	148,222	752,064	3,170,236	- 909,905	756,733	3,017,064	- 1,165,000	759,839	2,611,903
Reserves to fund growth and improvement:											
Special Projects / Programme for Growth *	8,978,491	- 2,450,000		1,080,000	7,608,491		1,280,000	8,888,491		1,480,000	10,368,491
S106 Affordable Housing Commuted Sums	1,763,418	- 193,554		1,218,744	2,788,608		1,218,744	4,007,352		2,437,488	6,444,840
Discretionary Rate Relief Fund	168,492	- 100,000			68,492			68,492			68,492
NYCC Collaboration	50,000	- 50,000			-			-			-
Spend To Save (Business Development)	259,709	- 83,380			176,329	- 84,214		92,115			92,115
	11,220,110	- 2,876,934		2,298,744	10,641,920	- 84,214	2,498,744	13,056,450	-	3,917,488	16,973,938
Reserves to mitigate financial risk:											
Pensions Equalisation Reserve **	550,050			191,593	741,643		191,593	933,236		191,593	1,124,829
NDR Equalisation ***	3,000,000				3,000,000			3,000,000			3,000,000
Local Plan	500,231	- 221,550		50,000	328,681		50,000	378,681		50,000	428,681
Contingency	497,600				497,600			497,600			497,600
General Fund	1,648,222		- 148,222		1,500,000			1,500,000			1,500,000
	6,196,103	- 221,550	- 148,222	241,593	6,067,924	-	241,593	6,309,517	-	241,593	6,551,110
Total GF Revenue reserves	21,175,921	- 4,588,242	-	3,292,401	19,880,080	- 994,119	3,497,070	22,383,031	- 1,165,000	4,918,920	26,136,951
HRA											
HRA Unallocated Balance	1,993,207	- 160,000			1,833,207			1,833,207			1,833,207
Major Repairs Reserve - Capital Programme	4,447,141	- 2,184,000		3,238,110	5,501,251	- 2,213,000	3,056,942	6,345,193	- 2,450,000	2,829,217	6,724,410
Sub Total	6,440,348	- 2,344,000	-	3,238,110	7,334,458	- 2,213,000	3,056,942	8,178,400	- 2,450,000	2,829,217	8,557,617
Total Revenue Reserves	27,616,269	- 6,932,242	-	6,530,511	27,214,538	- 3,207,119	6,554,012	30,561,431	- 3,615,000	7,748,137	34,694,568
Capital Reserves											
RTB Capital Receipts ****	2,839,279	- 500,000		500,000	2,839,279	- 175,000	500,000	3,164,279	- 175,000	500,000	3,489,279
Other Capital Receipts ****	720,636				720,636			720,636			720,636
Total GF Capital Receipts	3,559,915	- 500,000	-	500,000	3,559,915	- 175,000	500,000	3,884,915	- 175,000	500,000	4,209,915

Selby District Council

REPORT

Reference: E/16/31

Item 6 - Public



To: The Executive
Date: 1 December 2016
Status: Non Key decision
Report Published: 23 November 2016
Author: Gillian Marshall Solicitor to the Council
Executive Member: Councillor Richard Musgrave, Lead Executive Member for Housing, Leisure, Health and Culture
Lead Officer: Gillian Marshall Solicitor to the Council

Title: Revision to Taxi Licensing Policy

Summary:

The Taxi Licensing Policy was approved by Executive in October 2015. The Policy requires applicants for driver's licences to pass a specialist Driver and Vehicle Standards Agency (DVSA) test for taxi and private hire drivers. The Council has been notified that from January 2017 these tests will no longer be available, this report summarises the options available to the Council as a result of this change

Recommendations:

- i) To authorise the Solicitor to the Council to amend the taxi licensing policy to remove references to the DVSA test and replace it with a requirement to pass a specialist taxi drivers test administered by a provider on the approved list
- ii) To add the following companies to the initial approved list : Blue Lamp Trust, Green Penny, Elite Driver Training (Diamond), AA DriveTech, ROSPA, Institute of Advanced Motorists, Driving Instructors Association.

Reasons for recommendation

To ensure potential applicants can meet the requirements attached to an application for a taxi licence.

1. Introduction and background

- 1.1 The Taxi Licensing Policy was approved by Executive in October 2015. The Policy requires applicants for driver's licences to pass a specialist DVSA test for taxi and private hire drivers as part of demonstrating they are a fit and proper person to hold a licence.

An applicant for a wheelchair accessible hackney carriage licence is also required to complete an enhanced wheelchair test. A driver who later becomes the driver of a wheelchair accessible vehicle will also undertake an enhanced wheelchair test.

On occasion, the Licensing Committee has required a driver to retake the test if there are concerns about whether they remain fit and proper to hold a licence following complaints.

- 1.2 The Council has been notified that as from 1 January 2017 these DVSA tests will no longer be available.

The Report

- 2.1 The principal aim of a policy relating to taxi and private hire licensing is the protection of the travelling public. The Department for Transport Best Practice Guide for Taxi and Private Hire Licensing states:

Driving Proficiency

70. Many local authorities rely on the standard car driving licence as evidence of driving proficiency. Others require some further driving test to be taken. Local authorities will want to consider carefully whether this produces benefits which are commensurate with the costs involved for would-be drivers, the costs being in terms of both money and broader obstacles to entry to the trade. However, they will note that the Driving Standards Agency provides a driving assessment specifically designed for taxis.

- 2.2 Approximately 200 Councils currently require new applicants to complete the DVSA test. Within North Yorkshire, only York and Selby currently require the DVSA test. It is believed that a number of West Yorkshire Authorities also require this. Nationally the LGA have sought a meeting with DVSA to discuss the matter. However Officers do not consider that the decision to cease the tests will be reversed. New applicants within the District are reporting that they are unable to obtain a test date from the DVSA and hence unable to complete the application process
- 2.3 There are a number of private providers who offer a similar test. Some Licensing Authorities already allow drivers to submit these alternative tests. Many authorities are now considering substituting these alternative options within their policies. Some providers are DVSA accredited but do not provide the wheelchair elements of the test. Other providers do offer wheelchair tests but are not (or not yet) accredited by DVSA.
- 2.4.1 The options available to the Council as a result of this change are:

- Option A: Cease the requirement for drivers to pass an additional level of driving test
 - Option B : Substitute one private provider for the DVSA in the policy
 - Option C : Allow drivers to provide a test certificate from one of a range of private providers on an approved list kept by the Council
- 2.5 Officers consider Option C is the most appropriate as it allows greater flexibility and choice for drivers whilst ensuring that companies added to the approved list are providing a test of sufficient rigour.
- 2.6 The Licensing Committee and Policy Review Committee have been consulted and support Option C. The Licensing Committee supported initially adding three companies to the list: one which is accredited and two which are not, but have been investigated to ensure the tests are rigorous and offer the wheelchair test. Licensing Committee could then consider adding other providers to the list in future or removing providers where appropriate. The Policy Review Committee support adding four other DVSA accredited companies to the initial approved list.
- 2.7 The choice of provider and convenience of appointment location and time for applicants are broadened by adding more companies to the list. The additional four proposed by the Policy Review Committee are DVSA accredited and raise no safety concerns.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 The Council must only grant a licence to drivers who are considered 'fit and proper' to hold a licence. It is important that any requirements in our policy are clear, proportionate and ensure that only such people are granted licences to drive.

Financial Issues

- 3.2 No financial issues – the costs of tests are met by drivers.

Impact Assessment

- 3.3 None identified

4. Conclusion

- 4.1 The Council needs to amend the policy in the light of the withdrawal of the DVSA test and need to do so in a way which is proportionate to the aim of protecting the travelling public.

5. Background Documents

none.

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