

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday 1 June 2017**
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 18 May 2017 (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. Start time of Executive meetings 2017/18

To confirm the start time of Executive meetings for the 2017/18 municipal year.

5. Housing and Asset Management System Contract Award

Report E/17/5 asks the Executive to approve the award of a contract to supply a Housing and Asset Management System and the necessary financial arrangements (pages 7 to 14 attached).

6. Corporate Performance Report

Report E/17/6 provides the Executive with a progress update on the delivery of the Council's Corporate Plan 2015-20 and performance against Key Performance Indicators. The Executive is asked to note and approve the report (pages 15 to 38 attached).

7. Treasury Management Annual Review 2016/17

Report E/17/7 asks the Executive to approve the Treasury Management Annual Review 2016/17, and to endorse the actions of officers in relation to treasury activities (pages 39 to 46 attached).

8. Financial Results and Budget Exceptions Report to 31 March 2017

Report E/17/8 presents the financial results and budget exceptions report to 31 March 2017, and asks the Executive to approve a number of transfers as detailed in the report (pages 47 to 70 attached).

Janet Waggott
Chief Executive

Dates of next meetings
Thursday 15 June 2017 – Executive Briefing, 4pm
Thursday 29 June 2017– Executive

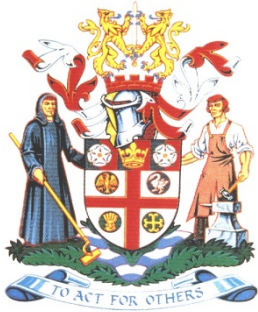
For enquiries relating to this agenda please contact Palbinder Mann,
Democratic Services Manager on 01757 292207 or pmann@selby.gov.uk.

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Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	Thursday 18 May 2017
Time:	4pm
Present:	Councillors M Crane (Chair), J Mackman, C Lunn, C Metcalfe and R Musgrave.
Officers present:	Julie Slatter – Director of Corporate Services and Commissioning, Dave Caulfield – Director of Economic Regeneration & Place, Karen Iveson – Chief Finance Officer (s151), Gillian Marshall – Solicitor to the Council, Angela Crossland – Head of Community, Partnerships and Customers (for minute numbers 79 to 83), Ruth Hardingham – Planning Development Manager (for minute numbers 79 to 82), Daniel Maguire - Democratic Services Officer.
Also present:	Councillor R Packham.
Public:	0
Press:	2

NOTE: Only minute numbers 82 to 85 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 31 May 2017. Decisions not called in may be implemented from Thursday 1 June 2017.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

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2. MINUTES

The Executive considered the minutes of the meeting held on 6 April 2017.

RESOLVED:

To approve the minutes of the meeting held on 6 April 2017.

3. DISCLOSURES OF INTEREST

There were no disclosures of interest.

4. VIABILITY FEE RECOVERY

Councillor Mackman, Lead Councillor for Place Shaping, presented the report which asked the Executive to approve changes to the Council's Charging Policy which would require the cost of Viability Assessments to be recovered from the applicant.

The Executive was informed that the Council independently assessed Viability Assessments to ensure proper consideration of planning applications. The cost of the independent assessment was being met by the Council.

Councillor Mackman confirmed that other local planning authorities in the region require applicants to cover these costs, and that best practice guidance from the Homes and Communities Agency (HCA) recommended that developers fund the cost of independent validations.

RESOLVED:

To cease to subsidise the costs of independently assessing applicant's viability reports, and to pass the charge on fully under the Council's Charging Policy.

REASON FOR THE DECISION

The decision would bring the Council in line with other planning authorities in the region, and would contribute savings of approximately £40,000 to £50,000 per year.

5. SHERBURN IN ELMET HIGH SCHOOL ALL-WEATHER PITCH COMMUNITY FACILITY PROJECT – APPROVAL GRANT AGREEMENT

Councillor Crane, Leader of the Council, presented the report which asked the Executive to approve a grant of £200,000 as a

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contribution towards the cost of a project to develop a multi-use Astro turf (3G) pitch facility at Sherburn High School in Sherburn in Elmet. The grant had been included in the Programme for Growth fund in 2016/17 and the funds had been carried forward to 2017/18 in anticipation of the grant being approved.

It was confirmed that the grant would enable match-funding from the Football Foundation Premier League and FA Facilities Fund (£245,831), and the Sport England Inspired Facilities Fund (£100,000). Additional financial support would be provided by Sherburn Parish Council, and the total cost of the project was estimated to be £605,150.

The Executive considered alternative options which were; to refuse the grant; or to approve the grant but for a reduced amount.

The Executive was supportive of the project, and in particular that the facility would be available to the whole community outside of school times and that the project recognised increasing demand within Sherburn and the wider area.

RESOLVED:

To approve an investment in the development of the multi-use 3G pitch facility at Sherburn High School, through a grant agreement of £200,000.

REASON FOR THE DECISION

The grant would enable the delivery of a multi-use 3G pitch facility, which will benefit a diverse range of community sport initiatives. The decision will support Sport England and Football Foundation strategic objectives to increase active participation and provide an initial investment in the area to enable a long-term sustainable plan to be developed to support ongoing healthy living opportunities.

6. DISPOSAL OF LAND ADJOINING 11 CASTLE CLOSE, CAWOOD

Councillor Lunn, Lead Councillor for Finance and Resources, presented the report which asked the Executive to consider the sale of Council-owned land adjoining 11 Castle Close in Cawood.

It was explained that the land currently included two domestic-style garages and a grassed portion of land. The owner of adjoining land had been granted outline planning permission for 17 dwellings, of which 7 would be affordable units. Without access across the Council-owned land, the development would be unable to proceed.

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Councillor Lunn confirmed that the land had been valued at £240,000, and that the Council was under a statutory obligation to obtain the open market value and best consideration that could be reasonably obtained on disposal of the land.

RESOLVED:

- (i) **To approve, in principle, the freehold disposal of land adjoining 11 Castle Close, Cawood at best consideration to support the development of 17 units of housing and gain a capital receipt subject to terminating the lease to the Parish Council, advertising the proposed disposal in accordance with section 123 of the Local Government Act 1972 and consideration of any objections received; and**
- (ii) **To authorise the Director of Corporate Services & Commissioning to finalise the terms of transaction in consultation with the Executive Councillor (Finance and Resources), the Solicitor to the Council and the Section 151 Officer to give effect to this in principle decision.**

REASON FOR THE DECISION

To enable the Council to make the best use of assets to obtain a capital receipt and assist in the provision of additional housing for the district.

7. EXECUTIVE APPOINTMENTS ON OUTSIDE BODIES 2017/18

Councillor Crane, Leader of the Council, presented the report which asked the Executive to make appointments to various Outside Bodies.

The Executive considered each appointment as outlined in Appendix A to the report.

RESOLVED:

To make the Executive appointments to Outside Bodies for the 2017/18 municipal year as detailed in appendix A of the report, subject to the following amendments:

- (i) **York and North Yorkshire Strategic Housing Board – Councillor Musgrave to replace Councillor Peart as member;**

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- (ii) North Yorkshire Building Control Partnership – Councillor Musgrave to replace Councillor Peart as substitute member; and**
- (iii) Groundwork (North Yorkshire) – Labour Group to submit a nomination for the remaining vacancy.**

REASON FOR THE DECISION

To ensure that the Council was represented on Outside Bodies, and to ensure compliance with Part 3 of the Constitution, which required the Executive to make appointments to Outside Bodies that exercise the equivalent of Executive functions.

The meeting closed at 4.31 pm

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Selby District Council

REPORT

Reference: E/17/5

Agenda item: 5 - Public



To: The Executive
Date: 1 June 2017
Status: Key Decision
Briefing Published: 23 May 2017
Author: June Rothwell – Head of Operational Services and Keith Cadman – Head of Commissioning, Contracts & Procurement
Executive Member: Councillor Richard Musgrave – Lead Councillor for Housing, Leisure, Health & Culture
Lead Director: Julie Slatter – Director Corporate Services & Commissioning

Title: Housing and Asset Management System Contract Award

Summary

Following a comprehensive procurement exercise the Council is looking to award a contract for a replacement housing and asset management system to replace current software applications that will not be supported beyond 31st March 2018.

Recommendations:

To award the contract for the supply of a housing and asset management system to bidder A.

To transfer £17K from the ICT reserve to fund the shortfall of capital funding for this project in 17/18.

To earmark the net £55K, from future Licencing and support savings for replenishing the ICT reserve.

Reasons for recommendations

To ensure the Council has a modern housing and asset management system to replace unsupported software applications that also provides the best software platform to support the Councils efficiency and customer channel shift agenda.

To ensure the business continuity of the housing service, Public Services Network compliance (PSN), collection of rents, maintenance of housing stock, protection of valuable assets and tenancy support services.

1.0 Introduction and background

1.1 This procurement exercise supports the capital and revenue bids and savings plan approved by the Executive and Full Council as part of the budget process. The recommended solution is within the overall budget provided for the project.

1.2 The Council currently manages approximately 3,100 social housing properties with an annual rental value of approximately £14m and approximately 500 assets of various other types. The current housing management system is approximately 20 years old and was due to be replaced in 2015/16. It is now essential to replace this system.

1.3 The need is summarised below:

- It is a key system for the organisation to maintain business continuity for its housing landlord function.
- Due to the age of the software some elements of the current system such as genero repairs and asbestos register they are running on a stand alone server which is not efficient or effective.
- The current system is no longer being developed and the supplier will not provide support for the system from April 2018. Failure to address this and replace the system may result in withdrawal of the Councils PSN compliance certificate
- The annual maintenance charges are high and the software is resource intensive to support
- The current system does not include functionality to meet the changing needs of the organisation.

1.4 A project team was assembled in October 2016 to develop the specification for a replacement system and commence a procurement exercise. The project team consisted of staff from Operations, Procurement, Legal, Finance, Business Development and NYCC IT.

2.0 The Report

2.1 The Council's current software applications consist of a small number of linked databases together with a number of separate applications requiring manual workarounds and significant manual input to maintain

data integrity. Due primarily to their age they are unable to support modern automated methods of working and associated customer expectations for on line self-serve and mobile working.

- 2.2 Prior to the withdrawal of support notice being served staff had started informal market testing to ascertain what systems and functionality were available, and contacting suppliers and key users to inform development of a replacement system scope of requirements.
- 2.3 On receiving the notice a project team was assembled to draw together the scope of requirements into an outline specification, develop a project plan, identify a route to market and agree outline tender evaluation criteria.
- 2.4 The informal market testing had identified there were less than 10 suppliers of systems, the implementation timeframe was generally about 18 months and the systems available consisted of a single integrated database solution. Comparison with our current systems and working practices was difficult but this information helped develop a broader scope of requirements based on the potential for transformative rather than incremental change.
- 2.5 Due to the earlier scoping work the project team identified a Crown Commercial Services Procurement (CCS) Framework for Local Authority Software Applications (RM1059 LASA Lot 5) containing 8 suppliers. All suppliers on the CCS framework have been selected for their ability to provide core business systems and associated services that combine quality and value for money. The suppliers are “pre-qualified” prior to entry on to the framework for company financial standing, supplier quality and assurance they can meet specified requirements of framework customers.
- 2.6 Building on this a project timetable was constructed with key milestone dates as set out below;
 - 16th January - Approval of tender documentation
 - 20th January – Issue tenders
 - 3rd March – Return of tenders
 - 31st March – Complete evaluation of tenders
 - 1st June – Executive approval to award contract
 - 19th June – Award contract
- 2.7 The final documentation was signed off by the project team after detailed discussion to agree the evaluation criteria and associated weighting. The price v quality evaluation criteria weightings were set at 40% price and 60% quality with the quality criteria subdivided over a further 27 sub criteria plus an ICT architecture mandatory pass questionnaire.

- 2.8 The functionality of the current system only covers basic functions linked to billing and collection of rent, tenancy management, housing applications and responsive repairs. A large proportion of the work is delivered through inefficient workarounds and stand-alone systems with no integration. The current system and working arrangements cannot provide the changing needs of the service, broadly described as:
- Multiple rent debit days
 - Self- service for customers or automation linked to digital transformation
 - Robust Asset Management including capital and planned maintenance works recording and planning.
 - Streamlined service charges administration
- 2.9 The specification for the replacement housing system required bidders to offer a modern system with integrated solutions and greater functionality available to enable more effective and efficient working practices
- 2.9 The informal market testing also identified the need to include sufficient internal staff resources for system implementation, to ensure timely project delivery and maximise the benefits of a new system. The tender documentation required bidders to state the number of Council staff and total days required to implement their system. The cost of this was also included within the financial evaluation of the system.
- 2.10 Tenders were issued via the yortender e-procurement system to all suppliers on the framework as planned. Notice of intention to submit a bid was received from 4 suppliers and 2 bids were received and opened on 6th March.
- 2.11 The evaluation panel consisted of 14 staff from across the organisation representing Housing, Finance, ICT, Debt control, Data and systems, Business Transformation and Housing maintenance. The resulting rigorous evaluation identified a number of issues within the bid documents requiring further clarification from the bidders to ensure accurate scoring and financial assessment. In total 27 clarification questions were issued requiring the evaluation period to be extended by 28 days to finalise the scores.
- 2.12 The quality evaluation was based on a rigorous consensus scoring system to ensure each bid submission was thoroughly tested against the quality evaluation criteria and was performed without knowledge of the submitted price. The financial evaluation was equally rigorous to ensure a like for like financial assessment of each bid over the initial 5 year contract period. This consisted of the core system offer, implementation, data conversion, contract duration maintenance and support as well as an assessment of staff costs for implementation and data conversion.

2.13 The table below provides a summary analysis of the final evaluation scores over all evaluation criteria.

Housing Software Tender Evaluation Summary				
			Bidder A	Bidder B
Quality Criteria	% Weighting			
Housing Functionality	30.00		23.40	21.00
Data Take on	5.00		4.00	2.40
Implementation	5.00		4.00	3.00
ICT Technical	20.00		13.80	13.50
Sub Total	60.00		45.20	39.90
Financial	40.00		37.34	40.00
Total	100.00		82.54	79.90

Benefits of the new system

2.14 Based upon the expected life of a replacement system and the current number of housing assets, the estimated capital investment required equates to a value of approximately £21 per housing asset per year, or £0.40 per housing asset per week.

2.15 The Council's draft savings plan estimates that a new system could generate savings / additional income in the region of £210,000 to be delivered following implementation of the system (2019/20). A replacement modern Housing and Asset Management System will enable:

- Automated administrative processes for billing and collection of rent and service charges, production of documents and maintenance of stock condition information.
- Improved automation and functionality for the billing and collection of rent including automated processes, improved payment processes, multiple rent debit days and flexible reporting tools.
- Improved potential for remote working to reduce travel time and associated cost.
- Automated scheduling of repairs appointments
- Automated production of planned and capital works schemes.
- Improved access for self-service for customers to improve access to information outside of usual office hours and to reduce demand for customer contact over the telephone and face to face.

- Ability to manage third party properties (such as SHDT) and a costing and charging system to enable rechargeable works, generating income.

3.0 Legal/Financial Controls and other Policy matters

3.1 Legal Issues

The service to which this report relates is a priority service and therefore subject to the Public Contracts Regulations 2015 (the Regulations) which includes European tendering requirements. Frameworks provide the ability to run a mini tender with suppliers who have already been checked for financial standing and ability to deliver contracts.

As the contract is subject to the EU regulations there is a requirement once the contract has been awarded to allow a standstill period of 10 calendar days between notification of the successful company that it has won the contract and the award of the contract to the company, so as to allow an unsuccessful company the opportunity to challenge (if it decides to) the award of the contract.

In accordance with the Council's constitution a tender may be accepted by the appropriate Director, provided that the Director notifies award of the contract to the Solicitor to the Council and in the case of a tender which falls above EU Procurement levels the Executive.

This decision is to be considered by the Executive as due to the amount of the expenditure it is a Key Decision.

3.2 Financial Issues

The financial analysis of the bids is based on a contract period of 5 years duration, an 18 month implementation period and associated staffing requirements to implement the tendered solution.

The total 5 year cost including purchase of software, implementation and licencing for the preferred bidder A solution is £908,834 whilst the approved 5 year budget envelope is £927,570.

Paragraph 2.7 within the body of the report referred to a requirement for bidders to identify the Council staffing requirement for a successful implementation. The resulting cost of implementing the bidder A solution is £166K compared with £231K for the bidder B solution, some £65K less.

The table below summarises the tender submission and allocation of costs across the approved budget sources.

Housing & Asset Management System Budgets	Capital Budgets		Comments		
	2017/18				
£130k identified under ICT strategy from 12/13, £50k Supplementary Estimate Exec 15 Jan 2015, £4k spent 2014/15	£175,610		The first £50k saving is to be used to replenish the ICT reserve		
17/18 Housing System Capital Bid	£191,590				
17/18 Asset Management System Bid	£144,580				
	£511,780				
Housing & Asset Management Bidder Costs	2017/18				
	Capital Costs				
Core system and bidder consultancy for implementation	£494,033				
End User Training	£3,281				
SQL Licences	£31,263				
	£528,576				
Additional capital budget requirement	-£16,796				
Revenue Budgets					
Licencing & Support					
Saving on current systems	£0	£0	£70,340	£70,340	£70,340
17/18 Housing System Revenue Annual Support Bid (Permanent Bid)	£9,270	£9,270	£9,270	£9,270	£9,270
17/18 Asset Management System Revenue Annual Support Bid (Permanent Bid)	£5,664	£5,664	£5,664	£5,664	£5,664
	£14,934	£14,934	£85,274	£85,274	£85,274
Licence Costs					
Core System - all from tender submission	£30,738	£30,738	£30,738	£30,738	£30,738
Asbestos module	£1,200	1,200	1,200	1,200	1,200
Repairs Contractor	£10,800	10,800	10,800	10,800	10,800
	£42,738	£42,738	£42,738	£42,738	£42,738
Revenue Cost/Saving (-/+)	-£27,804	-£27,804	£42,536	£42,536	£42,536

In addition to the above costs bidder A has indicated the equivalent cost of SDC staff to support the implementation is expected to be £166K (£83K in 17/18 and £83K in 18/19). The approved bids included £130K to cover the cost of backfilling SDC staff released to support the project in addition to dedicated support within Business Development and Improvement Service. This is considered sufficient to meet the requirements of the project without the need for funding beyond that already approved.

Overall there is an estimated additional capital requirement of £17K for the project which can be accommodated from the ICT reserve and an additional £28K p.a. on the revenue cost in years 1 and 2, which can be covered from the HRA contingency until the saving from the current systems can be realised.

From at least year 3 onwards, a revenue saving of £42.5K p.a. will be achieved.

The current approved savings plan includes a target of £210k associated with the transformation of the housing and assets services and whilst not part of the tender evaluation it should be borne in mind that the implementation of a modern integrated solution and associated process automation, changes in working practices and customer self-service will support the delivery of further efficiencies and savings.

4. Conclusion

The award of the contract will mitigate the risk to the Council of operating an important service with an unsupported, non PSN compliant software application beyond March 2018. Operating an unsupported system presents a number of business critical risks and this therefore needs to be addressed as a priority. Awarding this tender for the replacement system will provide a modern software solution that will mitigate the business risks, ensure PSN compliance is secured and also help deliver future service efficiencies.

5. Background Documents

N/A

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Appendices

N/A

Selby District Council

REPORT

Reference: E/17/6

Item 6 - Public



To: The Executive
Date: 1 June 2017
Status: Non Key Decision
Report Published: 23 May 2017
Author: Stuart Robinson – Head of Business Development & Improvement
Executive Member: Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson – Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 4 – 2016/17 (January to March)

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. Proposals for reporting in 2017/18 will be shared with Executive in advance of Q1 reporting.

5. The Report

- 5.1 The specific focus of this report covers the period January to March 2017. This has been a period of significant change at Selby District Council – as we implement the outcome of the Organisational Review. 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 4. In terms of a summary:

- 65% of projects/high level actions are completed or on track.
- 67% of KPIs are showing improvement over the longer term.
- 69% of KPIs are on target.

5.3 What went well in quarter 4

- Progress at Sherburn 2 and the former Kellingley Colliery site where over 5,000 new jobs could ultimately be created.
- Whilst latest data shows a dip in employment rates, the picture for the last 12 months is positive with over 2000 more people in employment that a year ago
- Positive exposure for Tadcaster with the re-opening of Tadcaster Bridge in January and a successful royal visit to Tadcaster in March.
- Set up a new partnership with Historic England, as part of long-term plans to support growth and improve to the local planning service.
- STEP held a special event at Summit in March to promote their work and develop new links between local businesses.
- Council has pledged £20,000 to support the inaugural Sherburn Craft and Food Festival – to take place in August.

- A post-Christmas promotional campaign has helped visits to Leisure Centres in Q4 exceed quarterly targets. Footfall was significantly better than both the previous quarter and the same period last year.
- Performance on key housing KPIs continues to be strong – with re-let times for all Council homes exceeding 2016/17 targets and well over 99% of repairs completed within agreed timescales.
- Community Navigators scheme ahead of projected targets; it has dealt with 1,280 enquiries in 6 months – 28% more than anticipated. The scheme has also recruited nine volunteers, scored customer satisfaction levels of 99 per cent, and seen 97 per cent of users report improvement or benefit after using the service.
- Libraries at Sherburn and Tadcaster handed over to the new management teams on target due date. Doors are open and services being delivered with ongoing support from library staff.
- Don't Be A Waster project launched to tackle litter and improve the environment – January saw almost 40% less litter in Selby town centre with a further 34% reduction in February
- Good progress on debt recovery with only NNDR collection slightly below target.
- A renewed focus on performance has seen significant improvements in processing Planning applications with targets met for all three KPIs and good progress on time taken to progress to committee.
- Performance on responding complaints continues to improve from a very low base earlier in the year. However, there is more to do to ensure targets are continually met.
- Contact centre waiting times continue to improve. Despite a busier than usual period in Q4, face to face and telephone wait times have reduced.

5.4 What did not go so well in quarter 4

- Latest ONS qualifications data suggests more working age residents have no qualifications whilst the proportion qualified to level 4 or above has fallen.
- A combination of post-Christmas catch up and vehicle breakdowns contributed to an increase in the number of missed bin collections during quarter 4 – although the Q4 figure still only relates to 78 missed bins out of a total of 231,000 collections.
- Delays on progression of a number of strategic documents such as Car Park Strategy, Tourism Strategy and ICT Strategy – primarily due to resourcing. Increased capacity following restructure should see this progress in 2017/18.
- Proactive work on Empty Homes during Q4 was hampered by the Organisational Review but we have now created a Private Sector Housing resource including a dedicated Empty Homes role within the council.

- Employee sickness absence is a concern. 2016/17 saw an increase of 2 days per FTE on average compared to the previous year. Action is being taken in response to recommendations from Audit.

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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Head of Business Development & Improvement
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Appendices:

Appendix A. Exception Report Quarter 4 2016/17
Appendix B. Corporate Performance Report Quarter 4 2016/17

Summary

67% KPIs improved* **69%** KPIs on target **63%** Projects on track

Priorities

A great place to...	Overall	Exceptions	Reason
...to do business		<ul style="list-style-type: none"> • age 16-65 with no qualifications • age 16-65 qualified to Level 4+ • Community Skills & Capacity Building Project • Selby District USP Project • Green Energy Investment Project Feasibility Study • Tourism Strategy adopted and agreed • Car Park Strategy adopted 	<ul style="list-style-type: none"> • KPI: Trend worse; Target not met • KPI: Trend worse; Target not met • Project: cancelled • Project: Deadline missed • Project: Cancelled • Project: Deadline missed • Project: Deadline missed
...to enjoy life		<ul style="list-style-type: none"> • Empty homes brought back into use • Missed bins • Adult physical activity • Y6 children defined as obese • Commission/deliver review of affordable housing 	<ul style="list-style-type: none"> • KPI: Target missed • KPI: Trend worse • KPI: Trend worse • KPI: Trend worse; Target missed • Project: Deadline missed
...to make a difference		<ul style="list-style-type: none"> • Performance reporting • Volunteer strategy developed and agreed 	<ul style="list-style-type: none"> • KPIs: to be developed • Project: Cancelled
...deliver great value		<ul style="list-style-type: none"> • % NNDR collected in year • Time to process benefit claims • % of major applications to committee in time • Average sick days per employee • Review and update ICT Strategy • Pilot a new Customer Portal in 2/3 services • Customer engagement • Commercialisation strategy • Organisational Development Strategy adopted 	<ul style="list-style-type: none"> • KPI: Trend worse • KPI: Trend worse • KPI: Trend worse; Target not met • KPI: Trend worse; Target not met • Project: Deadline missed • Project: Cancelled • Project: Deadline missed • Project: Deadline missed • Project: Deadline missed




Selby District Council


Corporate Performance Report


Quarter 4 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

Q4 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"> • Work started on site Sherburn 2, a £105 million business park; which has the capacity to create 2,550 sustainable jobs. • Kellingley Colliery has had an application approved at April's Planning Committee for a 120 acre, £200 million park with the capacity to create 2900 new jobs. • Working with Eggborough Power Ltd to secure consent for a major new gas fired power station. • Collaborative working with the owner of the Rigid Paper site to bring forward a new masterplan to see new residential and commercial uses on the site. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • No significant concerns 	<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"> • Whilst the latest data (December) shows a slight fall in employment rates, the overall picture for the last 12 months is positive with over 2000 more people in employment than a year ago. • An estimated 2,900 new jobs could be created following the resolution to grant planning consent for a major new redevelopment in Yorkshire, at the site of the former Kellingley Colliery. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • No significant concerns 	<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"> • Selby College £1.4m specialist Construction trades training facility has now opened. • Negotiated a major Employment and Training Agreement as part of the Kellingley Colliery planning application that will provide significant opportunities for local people. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • Latest ONS qualifications data suggests more working age residents have no qualifications whilst the proportion qualified to level 4 or above has fallen. The proportion gaining some basic, entry level qualifications – but not yet up to level 1 (GCSEs) has increased. However, it should be noted that there is a time lag on this data. 	<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"> • Supported wider communication campaign publicising the re-opening of Tadcaster Bridge in January and a successful royal visit to Tadcaster in March – Duke of York visited businesses affected by the floods • Put in place a new partnership with Historic England, as part of long-term plans to support growth and to make continual improvements to the local planning service. This included a visit to Selby by Sir Laurie Magnus, chair of Historic England to explore future opportunities to work together • STEP held a special event at Summit in March to promote their work and develop new links between local businesses. • Council has pledged £20,000 to support the inaugural Sherburn Craft and Food Festival – to take place in August. • Tadcaster is hosting the start of the women's and men's races on day 2 of the Tour de Yorkshire (29/4/17), which will give the town an international media profile. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • No significant concerns 	<p> On track</p>









A great place...to do BUSINESS: KPIs

Q4 2016/17

KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% working age population in employment	Aim to Maximise	80%	80%	87%	84%				Data at December 2016 84% equates to 45,900 people – over 2000 more than a year ago. Employment rates are 12percentage points (pp) higher than the regional average and the gap has widened in the last 12 months. Rates for men (89%) in the district are 10pp higher than for women (79%)
% working age population claiming Job Seekers Allowance	Aim to Minimise	1.2%	1.0%	0.8%	0.9%				Data at March 2017 Equates to 482 people – 157 fewer than 12 months previous. Selby remains below regional and national averages and follows wider recent trends. Rates are higher for males (1.1%) than females (0.7%).
% working age population receiving all main out of work benefits	Aim to Minimise	6.1%	6.0%	5.8%	5.7%				Data at November 2016 Equates to 3050 people – 220 fewer than 12 months previous. Selby remains below regional and national averages and follows wider recent trends.
% working age population qualified to Level 4+ (annual measure)	Aim to Maximise	34.8%	35%	34.8%	31.0%	n/a			Latest annual data (Dec 2016) suggests a reduction in the proportion of working age population qualified to level 4+ - a trend that has continued from a peak of 41% in 2012 - counter to regional and national trends. We aim to increase the skills of the district's workforce and work with education providers to support access to training and education that will skill residents for work.
% working age population with no qualifications (annual measure)	Aim to Minimise	8.2%	7.5%	8.2%	8.9%	n/a			Latest annual data (Dec 2016) suggests a further increase in the proportion of working age population with no qualifications – 7.9% in 2014, 8.2% in 2015 and now 8.9% - counter to regional and national trends. The % in receipt of 'other' qualifications – < level 1 (basic skills, entry level, some professional qualifications) - increased.
Amount of Business Rates retained (£s)	Aim to Maximise	£7,429,533	£7,500,000	£7,505,068	£7,505,257				The effect of retaining renewables means that the monies shared between Government; SDC; NYCC & NYFRA are reduced. Our share of £14.5m is below the tariff of £14.8m we are due to pay the Government. As this leaves us below the Baseline Funding Level of £2.25m, we qualify for a Safety Net payment.
23 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	KPI to be developed. Positive discussions with Glentrol Estate Group 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

Q4 2016/17

Action Title	Managed By	Due Date	Progress	Latest Update
Improving employment opportunities				
Community Skills & Capacity Building Project	James Cokeham	29-Mar-2018		Project not delivered in P4G2 due to ongoing work on Economic Development Strategy and lack of internal capacity (both now being addressed). Project cancelled and funds returned to be re-allocated in P4G3.
Securing new investment in the district				
Supporting Improvements to Infrastructure	James Cokeham	31-Mar-2017		Funds used to explore the potential of a range of sites, option and plans including Selby Station, Kellingley Colliery, Portholme Road, Rigid Paper Mills and Olympia Park. Project marked as complete – however activity to continue into 2017/18
Development Fund Project	James Cokeham	29-Mar-2018		Funds for this project – alongside those to support improvements to infrastructure (above) - will continue to be targeted towards unlocking strategic sites.
Selby District USP Project	James Cokeham	31-Mar-2016		Project not completed due to lack of resources. However, detailed work has been undertaken to develop new marketing approach for the Council and significant new marketing material developed. Plans now in place for communication and engagement campaigns created for: Overall 'Place Branding'; Communications & Marketing to support the visitor strategy; Planning Service narrative; and Business Investment communications. Project now led by Communications Manager – revised deadline to be agreed.
Growing Enterprise Programme	James Cokeham	29-Mar-2018		Business networks still being supported, and contributions made to broader Leeds City Region business support projects (Ad:Venture & Digital Enterprise) and local growth programme. Unspent element of budget returned for reallocation in P4G 3.
Green Infrastructure - Commissioning Phase	James Cokeham	29-Mar-2018		Work now delivered in-house by Planning Policy team as part of PLAN Selby development.
Economic Development Strategy	James Cokeham	31-Mar-2017		Economic Development Strategy and Action Plan finalised for prospective adoption in Q1 2017/18.
Green Energy Investment Project - Feasibility Study	James Cokeham	31-Mar-2016		No further update after previous exploration of potential. No further action to be taken on this specific project and remaining funds in project returned for reallocation in P4G3.

Tourism Strategy adopted and agreed	Angela Crossland	31-Mar-2017		Project brief currently being developed to deliver the strategy and action plan for visitor and cultural economy. This work will support the delivery of the Economic Development Action Plan. In the meantime work commenced to support and invest in high profile local events to attract visitors to the area, e.g. Tour de Yorkshire at Tadcaster, Sherburn Food and Craft Festival and Selby Arts festival. A number of engagement events took place in April 2017 to bring together local creative leaders in the sectors for: festivals and events, heritage, community arts and visual arts. Propose to extend project deadline to March 2018.
Working with education providers to support people in accessing training				
Construction Skills Hub Project	James Cokeham	29-Mar-2018		Project currently under review pending further productive discussion with Selby College and ongoing feasibility work on Olympia Park. Consideration underway as to whether to continue with this project in its current format or to combine with opportunities arising from P4G3.
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		Project rolled over for P4G 3. Briefs currently being finalised.
Car Park Strategy adopted	James Cokeham	31-Mar-2017		Significant further progress made in Q4 although project deadline has been missed. Usage survey work in Tadcaster and Sherburn took place in Q4 – ensuring decisions are based on the most robust evidence. Data collection from machines in Selby has also added further evidence in this quarter. A process of tariff modelling and scrutiny is now taking place to inform reports. Decisions on the new strategy are expected in July.

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

Q4 2016/17

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
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Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

- Over 560 additional homes were completed in 2016/17 – significantly exceeding target.
- New Council homes in the Byram and Eggborough area open to bidding via the North Yorkshire Home Choice system. The properties at Byram are completed and the first tenants received keys on 4th May.
- Council local land charges team scooped national award for improvements to the service that supports people to have access to land information.
- Work is progressing well to develop sites at Riccall in partnership with the Selby District Housing Trust. Planning consent has been obtained.
- Work commissioned to help unlock key 'stuck sites' including potential to review s106 agreements if necessary.
- Performance on council house re-lets – despite a slight dip in Q4 – was excellent in 2016/17 with 255 properties let in an average of 23 days (it was 244 in 24 days last year). Repairs performance was also strong.

What are we concerned about:

- Progress on bringing empty homes back into use was limited in Q4 due to lack of internal resources. However, following the Organisational Review, we have now created a Private Sector Housing resource including a dedicated Empty Homes role. We are in the process of adopting the York and North Yorkshire Empty Homes Strategy and will develop a local action plan to support our aspirations.
- The Council is reviewing our Five Year Housing Land Supply position in light of a number of recent significant consents and will be reporting back our position in summer
- Whilst the number of new affordable homes built in the last two years is currently below target, discussions are still ongoing with providers for affordable completions on the large sites so the figures could increase.



Some concerns

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

- Selby District Council teamed up with Selby College and Students' Union to create a new Youth Wellbeing Fund to offer small grants for local young people between the ages of 16 and 24 from within the Selby district to help them overcome challenges affecting their education and impacting on their mental wellbeing.
- Third mental health workshop looking at mental health issues and provision in the district took place in March.
- A post-Christmas promotional campaign has helped visits to Leisure Centres in Q4 exceed quarterly targets. Football was significantly better than both the previous quarter and the same period last year

What are we concerned about:

- No significant concerns



On track

Great Place...to Enjoy Life: KPIs







Q4 2016/17

KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
Increase in Council Tax base	Aim to Maximise	30,254	30,500	30,695	30,710	↑	↑	✔	The year-end outcome has been an increase of 569 dwellings from March 2016 (total number of properties 37779 to 38348) which has resulted in the base increasing by the equivalent of 457 dwellings (30253 to 30710) after taking into account discounts and exemptions.
Number of additional homes provided in the district (annual)	Aim to Maximise	439	450	142	562	↑	↑	✔	The target for provision of additional homes has been significantly exceeded. Numbers are also greater than for last year.
Number of affordable homes provided in the district (biennial)	Aim to Maximise	n/a	180	38	125	↑	n/a	⚠	These affordable completions have all taken place on the large sites allocated for housing in Sherburn, Selby and Eggborough. Whilst the target has not been met, discussions are still ongoing with providers for affordable completions on the large sites so the figures could increase.
Average time taken to re-let General Need Housing	Aim to Minimise	23.4 days	24 days	19.4 days	20.9 days	↓	↑	✔	34 properties let in Q4 - an average of 26.3 days. Whilst performance dipped in Q4, overall performance for the year was excellent (135 properties; average 20.9 days). This is an improvement on the result in 2015/16 when we re-let 133 properties in average of 23.4 days.
Average time taken to re-let Sheltered Need Housing	Aim to Minimise	24.5 days	28 days	22.2 days	25 days	↓	↑	✔	32 sheltered properties let in Q4 - an average of 32.8 days. Whilst performance dipped in Q4, overall performance for the year was excellent (120 sheltered properties; average 25 days). This is an improvement on the result in 2015/16 when we re-let 111 properties in average of 24.5 days.
% of repairs to council-owned properties completed within agreed timescales	Aim to Maximise	98.83%	97.00%	99.42%	99.17%	↑	↑	✔	Performance maintained over the year with an increase in jobs completed. with 6366 jobs, against 6160 in the previous year
The number of empty properties brought back into habitable use	Aim to Maximise	0	12	2	2	▬	↑	⚠	Two previously empty properties were brought back into use in 2016/17. We have now created a Private Sector Housing resource including a dedicated Empty Homes role within the council. We are in the process of adopting the York and North Yorkshire Empty Homes Strategy and will develop a local action plan to support our aspirations.

KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 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	0.29	0.29	0.27	0.33				A combination of post-Christmas catch up and vehicle breakdowns has increased the number of missed collections this during quarter 4. Reported figure equates to 78 missed bins out of a total of 231,000 collections.
% of relevant land and highways assessed as being within contract standard for litter (annual)	Aim to Maximise	97%	95%	98%	98%				Annual measure 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	97,216	103,750	92,180	105,322				Promotion campaign has increased footfall to highest quarterly figure. Q4 target met and significantly exceeded. However, <u>annual</u> target missed by 3.8%.
Number of 'Lifestyle' members as % of population	Aim to Maximise	14%	11%	17.50%	18.47%				Recent promotional campaign has helped increase membership.
% of active members participating in 1 or more sessions per week (annual)	Aim to Maximise	45.20%	47%	49.13%	49.13%				No data update – annual measure 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%				No data update – annual measure 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	No data update – annual measure See comment above.
% 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%	17.6%	17.6%				No data update – annual measure Selby Wellbeing Team and Summit Indoor Adventure Team have been working with Food Trading Standards at NYCC on a project called Healthier Choices to recognise and promote business selling food and drink having healthier choices to their customers. Trading Standards gave Summit a Silver star rating.
Number of GP Referrals	Aim to Maximise	261	250	207	336				Significant increase in Q4 was expected due to the end of the Move it and lose it scheme

A Great Place...to Enjoy Life: Projects

Q4 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		The GP referral scheme exceeded the annual target for attendance and customers completing the 12 week course also exceeded the 52% target by 20% points.
Healthy Living - Concept Fund	Keith Cadman	29-Mar-2019		Selby Wellbeing Team and Summit Indoor Adventure Team have been working with Food Trading Standards at NYCC on a project called Healthier Choices to recognise and promote business selling food and drink having healthier choices for customers. Trading Standards awarded Summit a Silver star rating. This project is a positive move for the Summit as it will go on the Health Choices website from NYCC as a place in Selby to visit and get healthy food choices
Improving the supply of housing				
The Sites and Policies Local Plan (PLAN Selby)	James Cokeham	31-Dec-2018		Ongoing discussions with Executive re: PLAN Selby.
SDC Affordable Homes Programme	James Cokeham	27-Mar-2020		Sites in Sherburn, Selby and Eggborough have delivered over 100 affordable homes with more expected to be notified as being completed before the end of 2016/17.
Selby & District Housing Trust Affordable Homes Programme	James Cokeham	27-Mar-2020		Work is progressing well to develop sites at Riccall in partnership with the Selby District Housing Trust. Planning consent has been obtained.
Commission/deliver review of affordable housing	James Cokeham	31-Mar-2017		Progress delayed whilst resources secured through restructure. Ongoing dialogue re) 'Stepping Up' review. Housing Development Consultant appointed to revise Housing Development Programme for Executive comment/approval. Propose to extend this project deadline to March 2018

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

Q4 2016/17

Key focus of our work

What's gone well; what are we concerned about

Overall Progress

Empowering and involving people in decisions about their area and services
(Lead Director: D Caulfield)

What's gone well this quarter:

- Harold Mills Community Centre re-opened in Sherburn in Elmet following fire. SDC worked closely with residents to ensure the new £60,000 centre meets the needs of the community it serves.
- An all-weather pitch is being provided in Sherburn

What are we concerned about:

- No significant concerns

 **On track**


Enabling people to get involved, volunteer and contribute to delivering services locally
(D Caulfield)

What's gone well this quarter:

- The Community Navigators scheme has dealt with 1,280 enquiries in 6 months – 28% more than anticipated. The scheme has also recruited nine volunteers, scored customer satisfaction levels of 99 per cent, and seen 97 per cent of users report improvement or benefit after using the service.
- Libraries at Sherburn and Tadcaster handed over to the new management teams on target due date. Doors are open and services being delivered with ongoing support from library staff.
- Don't Be A Waster project launched to tackle litter and improve the environment – January saw almost 40% less litter in Selby town centre with a further 34% reduction in February

What are we concerned about:

- Initial plans to develop a Volunteer Strategy have been shelved. The focus will now be to prioritise our approach to engaging the community more effectively.

 **Some concerns**

Facilitating people to access and use alternative service delivery methods
(D Caulfield)

What's gone well this quarter:

- Customer survey completed to identify opportunities/barriers to delivering services online and to shape future improvement's to the customer services.
- Selby library is running a pilot for Digital Engagement.
- Tablet devices are on order for the community hubs – once in place these will facilitate residents to get on line

What are we concerned about:

- Slower than hoped for pace of delivery around the customer strategy. This should improve in 2017/18 with a number of initiatives to support residents to access online services.

 **Some concerns**





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

Q4 2016/17

KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 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

Q4 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		Project cancelled. Volunteer strategy unlikely to be in forward planning. Service planning 2017 will focus on wider community engagement framework. New priority to be set.
Enabling people to get involved, volunteer and contribute to delivering services locally				
Strong communities (Community Navigators)	Angela Crossland	29-Mar-2018		Quarterly report received in March 2017 with some excellent key points. Navigators are above target for both the volunteer recruitment and the amount of referrals (reaching the 6 month target before the 5th month was completed). Numerous soft benefits are also being achieved through this scheme with many volunteer navigators taking on further roles within the community to help their residents, IT classes and scam awareness training are just two of these examples.
Facilitating people to access and use alternative service delivery channels				
Community Hubs/Networks	Angela Crossland	29-Mar-2018		Libraries at Sherburn and Tadcaster handed over to the new management teams on target due date.
Delivering the customer strategy	Angela Crossland	29-Mar-2018		As part of developing plans for delivery of customer services a survey of customers accessing services at the contact centre and on line has taken place during February and March. Outputs are now being reviewed that will be used to inform future actions around digital empowerment, channel shift and the contact centre. The plan is to update Executive on progress against the strategy in Q1 followed by proposals for delivering a refined set of priorities.

Delivering Great Value: Overall Progress

Q4 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"> Award submissions made to APSE on Better Together and ICT collaboration with NYCC Libraries at Sherburn and Tadcaster handed over to the new management teams on target following close working with NYCC and community groups. Police Co-location: Work on the extension will commence in May with the police moving in the Autumn. Beyond the shared financial benefits it will enhance the already strong integrated working between the partners <p>What are we concerned about:</p> <ul style="list-style-type: none"> No significant concerns 	<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"> Agreed to extend the Environmental Services Contract with Amey Plc for seven years from 1st April 2017 on the terms agreed within the variation. Procurement of Housing Management System has progressed to bid evaluation. Decision on successful bidder expected in May. <p>What are we concerned about:</p> <ul style="list-style-type: none"> No significant concerns 	<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"> Delivered survey to support a better understanding of how customers prefer to engage with the Council. Delivered an extensive programme of communications focused on raising the profile of Tadcaster. Delivered the first three months of a year-long Don't Be A Waster campaign – with significant impact (e.g. reduced litter in Selby town centre) and recognition <p>What are we concerned about:</p> <ul style="list-style-type: none"> Despite improvements towards the end of the year, we have not met our target for responding to complaints on time. A stronger management focus on complaints in Q4 is expected to deliver further improvements. 	<p> Some concerns</p>
<p>Helping people access services digitally (J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> Customer survey commenced to identify opportunities/barriers to delivering services online – results will support a more robust business case for future activity. ICT Strategy development activity progressed – including theme around 'Digital Customers' - Digital Transformation Officer now in place to lead this workstream <p>What are we concerned about:</p> <ul style="list-style-type: none"> Previous decisions to halt the work to develop a Customer Portal – justified as the business case did not stack up – have put progress behind schedule. We expect to progress this agenda in 2017/18 as we roll out a new housing management system and invest in technology to support customers to access services online. 	<p> Some concerns</p>

Delivering Great Value: KPIs

Q4 2016/17






KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% of Council Tax debt recovered	Aim to Maximise	97.87%	97.90%	85.63%	97.91%	↑	↑	🟢	We finished the year 0.01% ahead of target, which is equivalent to almost £7k more of the total Council Tax debt recovered.
% of Council Rent debt recovered	Aim to Maximise	98.02%	97.59%	97.78%	98.20%	↑	↑	🟢	Collection target achieved and year end processes completed. Collection rate has slightly improved on last year by 0.18%. Arrears at year end are £15k lower than last year. Continued improvement in performance is a combination of earlier intervention on problem cases, increased stability of resources and a committed team
Percentage of Non-domestic Rate debt recovered	Aim to Maximise	98.99%	98.55%	82.77%	98.20%	↑	↓	🟡	We were short of the target by 0.35% - equivalent to £154k. This shortfall was not helped because a rateable value increase of £435k was actioned for Drax Power with effect from October 2016 giving us limited time to collect this amount in the financial year.
% of Sundry Debt recovered	Aim to Maximise	92.23%	92.23%	79.62%	92.50%	↑	↑	🟢	Performance is above target. Invoices totalling £3.85m have been raised & to date 92.5% has been collected. During this quarter we have also been involved in testing and implementing an upgrade to the system which has seen improvements to functionality for bulk invoicing
External auditor Value for Money conclusion	Aim to Maximise	Unqualified	Unqualified	Unqualified	Unqualified	🟡	🟡	🟢	Unqualified value for money conclusion achieved September 2016
Amount of planned savings achieved (£000s)	Aim to Maximise	£-	£633	£290	£582	↑	n/a	🟡	Overall General Fund savings delivery was positive in the year - just £51k short of the £633k target despite some slippage and re-profiling of schemes. Work to develop a refreshed saving plan for 2017/18 onwards identified savings in debt repayments (Minimum Revenue Provision) and contributions to the Private Finance Initiative which have been taken a year early, saving £245k in 2016/17.
Time taken to process Housing Benefit new claims and change events	Aim to Minimise	4.65 days	6.50 days	5.99 days	5.55 days	↑	↓	🟢	Annual upratings and rent changes are all processed prior to the date of change meaning these are classed as one-day calculations. We also see a vast increase in ATLAS transactions during this quarter ready for the new financial year which again are one-day calculations which brings the average days to process down.
Average time to process new claims (total)	Aim to Minimise	17.36 days	22.00 days	15.68 days	19.25 days	↓	↓	🟢	Annual billing saw us have over a week's downtime from 22/02/17 - 03/03/17 - the knock on effect can be seen in the days to process figures. However we still finished the year with an average of 19.25 days compared to the target of 22.00 days.

KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
Average days to process Change of Circumstances	Aim to Minimise	4.64 days	8.40 days	5.57 days	4.93 days	↑	↓	🟢	See above re: downtime due to annual billing.
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	64.29%	70.00%	63.33%	71.74%	↑	↑	🟢	The performance of determining majors in time has increased significantly by approximately 30% since quarter 3. This is due to having a system in place to monitor performance to ensure there are Extensions of Time in place when required to maintain performance. It is anticipated that performance will continue to improve into the next quarter.
Processing of planning applications: % Minor applications processed in 8 weeks	Aim to Maximise	43.37%	65.00%	61.21%	67.70%	↑	↑	🟢	Performance has risen by 12% since quarter 3 and has seen continual increase in performance each quarter. This is due to having a system in place to monitor performance and ensuring Extensions of Time are in place. Regular caseload meetings with Planning Officers are taking place on a weekly basis.
Processing of planning applications: % 'Other' applications processed in 8 weeks	Aim to Maximise	78.64%	80.00%	92.06%	93.40%	↑	↑	🟢	Performance maintained over the year and consistently above the required target.
% of major applications presented to committee within time	Aim to Maximise	93.10%	95.00%	50.00%	60.87%	↑	↓	🔴	Performance has continued to improve each quarter. This is a result of effective performance monitoring taking place within the team. It is anticipated performance will continue to improve into the next quarter.
Total number of (stage 1) complaints received	Aim to Minimise	68	n/a	57	71	n/a	n/a	n/a	We have received 71 Stage 1 complaints during 2016/17 (compared to 68 during 2015/16).
% (stage 1) complaints responded to in required timescale (20 days)	Aim to Maximise	n/a	90%	74%	81%	↑	n/a	🟡	In 2016/17 we responded to 55 out of 74 (74%) Stage 1 complaints within 20 days. Performance improved steadily over the year after a very poor start (54% in Q1 to 81% in Q4). ELT have strengthened the focus on complaints since February. Planning (61%) and Legal & Democratic Services (70%) are both below the Council average. Q4 also saw an improvement on Stage 2 response times.











KPI	Direction of Travel	Previous YTD (Q4 15/16)	2016/17 Target	Previous Value (Q3 16/17)	Latest Value (Q4 16/17)	Short Term Trend	Long Term Trend	Traffic Light	Latest Note
% complaints upheld	n/a	n/a	n/a	31%	29.5%	↓	n/a	n/a	Of the 74 Stage 1 complaints received during 2016/17, 22 (30%) have been upheld (10 assessed as Justified and 12 assessed as Partly Justified).
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.10 min	10.00 min	7.00 min	6.35 min	↑	↑	✔	5115 face to face customers were seen in Q4 – 412 more than in Q3 and 569 less than in Q4 last year. For the year as a whole, the average wait time is 6m35s compared to 7m10s for 2015/16. Overall visitor numbers for 2016/17 were 21,325 with 348 more visits to the Contact Centre in comparison to 2015/16.
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.32 min	2.00 min	1.32 min	1.27 min	↑	↑	✔	30,524 phone calls were received by the Contact Centre in Q4 - average wait time 59 secs. Q4 includes annual billing in March contributing to 4368 more calls than in Q3. There were also 2923 more than in Q4 last year. For the year as a whole, the average wait time is 1m27s compared to 1m32s for 2015/16. We are answering phone calls over 30 seconds faster than we were in 2014/15 and in 2016/17 we answered 71% of calls in 2 minutes or less.
% 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	Aim to Minimise	12	12	7	10	↓	↑	✔	10 accidents have been reported in 2016/17 – 2 fewer than last year. Two of the accidents were classed as reportable under RIDDOR as they were injuries preventing the injured person from working for more than 7 days. The HSE were satisfied with the submitted reports and requested no further information. All 10 incidents have been investigated, risk assessments reviewed and action taken where appropriate to prevent recurrences.
% 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 spring/summer 2017
Average Days sick per FTE (full time employee)	Aim to Minimise	6.02 days	6.00 days	7.77 days	8.09 days	↓	↓	⬛	Sickness increased significantly over the winter months (Q3 & Q4). Overall, sickness is on average 2 days per FTE higher than a year ago. This is being driven by increases in long term sickness – which has a disproportionate impact on relatively small councils. We are implementing recommendations from the recent audit of sickness absence – 1:1 training with line managers will commence next month – starting with those new in role.

Delivering Great Value: Projects

Q4 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		3rd Mental Health workshop - run at SDC alongside NYCC colleagues to look more at the overall strategic view and options relating to providing a Mental Health forum within Selby District.
Commissioning strategy adopted and milestones delivered	Keith Cadman	31-Mar-2018		A Commissioning and Sourcing strategy is currently being scoped and developed for discussion. It is planned to present it for approval by members in September 2017.
Helping people to access services digitally				
Review and update ICT Strategy	Stuart Robinson	31-Mar-2017		Delays on Strategy due to limited resources. Strategy development workshops delivered in Q4. Draft Strategy being considered at ELT in May prior to working with NYCC on implementation plan. Currently recruiting to a number of posts which will secure capacity to deliver the Strategy once approved. Significant ICT improvement work ongoing. Helpdesk performance at 100% for the last 4 months; SAN migration complete; DR arrangements on track to transfer in Q1; approval for Members use of tablets secured; mobile phone replacement project started. PSN accreditation now secured following completion of improvement plan
Pilot a new Customer Portal in 2/3 services	Stuart Robinson	31-Mar-2017		Decision taken to revisit the business case for the customer portal as the original pilot projects did not demonstrate good value for Selby Council. A number of actions implemented in Q4 will, in future, support customers to access services digitally. New Digital Transformation Officer recruited in April with responsibility for progressing on line service delivery/channel shift. A new project/programme to be agreed for 2017/18.
Making sure we communicate well with customers to help us understand what matters				
Customer engagement	Angela Crossland	31-Mar-2017		Not progressed in 2016/17 due to lack of capacity. Following the Organisational Review, capacity for the service has been created which will be used to deliver a new service priority around developing our arrangements for engaging with and empowering communities.

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 undertaken – with statutory fees/charges reviewed in the first instance. Proposals developed as part of annual budget. Work to formalise our approach in progress – expect to finalise the ‘Business-Like Statement’ of principles in Q1.
New Structure in place	Janet Waggott	31-Mar-2017		New structure went live on 1 April. External recruitment now underway to fill vacant posts.
Planning Review completed with agreed Action Plan	James Cokeham	31-Mar-2017		Planning Review concluded. Agreed recommendations being implemented.
Councillor development programme agreed and delivered in 2 years	Gillian Marshall	31-May-2017		Project deferred to 2017/18. Discussed with Executive. Officer Working Group to report to ELT in March/April with a view to go live in May 2017.
Performance Management Framework implemented	Stuart Robinson	31-Mar-2017		Initial phase complete. Next phase will be driven by service plans which are currently being developed by Heads of Service.
Leadership programme delivered	Stuart Robinson	30-Jun-2017		20 most senior managers signed up to research programme to help us identify leadership styles and preferred ways of working. Research will take place in June. Outcomes will inform development programme.
Financially sustainable inc investments (MTFS)	Karen Iveson	31-Mar-2017		Financial results reported to Executive. Progress on delivering savings will feature as part of performance reporting in 2017/18 and beyond.
Organisational Development Strategy adopted	Stuart Robinson	31-Mar-2017		Project deferred to 2017/18. As previously reported, OD Strategy to follow employee survey (linked to Investors in People Assessment which we can't do until early 2017/18). Project brief being developed. Significant OD work delivered in Q4 to support delivery of the restructure.
Devolution deal/decision - Selby's asks reflected in deal	Dave Caulfield	31-Mar-2017		Action completed. 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. Priorities to be agreed with members for investment from April 2017. Progress on headline projects for P4G3 will be reported through quarterly performance reports during 2017/18 and beyond.

Selby District Council

REPORT

Reference: E/17/7

Agenda item: 7 - Public



To: The Executive
Date: 1 June 2017
Status: Key Decision
Report Published: 23 May 2017
Author: John Raine – Head of Technical Finance
Executive Member: Councillor C Lunn – Lead Member for Finance & Resources
Lead Officer: Karen Iveson – Chief Finance Officer

Title: Treasury Management – Annual Review 2016/17

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the financial year to 31 March 2017 and presents performance against the Prudential Indicators.

Investments – On average the Council's investments totalled £43.0m over the year at an average rate of 0.58% and earned interest of £274k (£236k allocated to the General Fund; £38k allocated to the HRA) which was £14k below budget; this shortfall was mitigated by in year revenue savings.

Borrowing – Long-term borrowing totalled £60.3m at 31 March 2017 (£2.6m relating to the General Fund; £57.7m relating to the HRA), with an average interest rate of 4.19%. Interest payments of £2.5m were made in 2016/17 (£0.1m allocated to the General Fund; £2.4m to the HRA). The Council had no short term borrowing in place as at 31 March 2017.

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

Recommendations:

- i. Councillors endorse the actions of officers on the Council's treasury activities for 2016/17 and approve the report.**

Reasons for recommendation

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

1. Introduction and background

- 1.1 This is the final monitoring report for treasury management in 2016/17 and covers the period 1 April to 31 March 2017. During this period the Council complied with its legislative and regulatory requirements.
- 1.2 Treasury management in Local Government is governed by the CIPFA "Code of Practice on Treasury Management in the Public Services" and in this context is the management of the Council's cash flows, its banking and its capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.
- 1.3 The Council's Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 25 February 2016.
- 1.4 The two key budgets related to the Council's treasury management activities are the amount of interest earned on investments £288k (£240k General Fund, £48k HRA) and the amount of interest paid on borrowing £2.525m (£112k General Fund, £2.413m HRA).

2. The Report

Interest Rates and Market Conditions

- 2.1 Following the Monetary Policy Committee of 4 August 2016, the Bank of England cut interest rates from 0.50% to 0.25%. Bank Rate is projected to remain low in the short to medium term, with a first rate rise back to 0.50% not expected until late-2019.
- 2.2 The Council's treasury advisors Capita summarised the key points associated with economic activity in 2016/17 as follows:
 - The UK voted to leave the EU following the referendum on 23

- June;
- Donald Trump was elected President of the USA on 9 November;
- Following the outcome of the EU referendum, market expectations for the first increase in Bank Rate were pushed back from mid-2018 to late 2019;
- The Bank of England cut Bank Rate from 0.5% to 0.25% on 4 August;
- Quantitative easing restarted in August with purchases of £60bn of gilts and £10bn of corporate bonds;
- In the second half of 2016, the UK economy performed strongly with an annual growth for 2016 compared to 2015 of 1.8%;
- Inflation rose rapidly in the second half of 2016 due to the effects of the sharp devaluation of sterling after the EU referendum.

2.3 Deposit rates remained depressed throughout the year. Table 1 shows average interest rates available up to a duration of 12 months over the year and reflects the initial lack of movement in rates at the start of the year followed by a reduction in rates following the cut in bank rate in August.

Table 1: Average Interest Rates 1 April 2016 to 31 March 2017

	April 2016	June 2016	Sept 2016	Dec 2016	March 2016
Base Rate (Bank Rate)	0.50	0.50	0.25	0.25	0.25
Over Night	0.40	0.45	0.45	0.10	0.10
7 Days	0.40	0.45	0.45	0.12	0.12
1 month	0.45	0.45	0.45	0.15	0.15
3 Months	0.55	0.50	0.50	0.25	0.20
6 Months	0.70	0.60	0.60	0.40	0.37
1 Year	0.80	0.70	0.70	0.65	0.60

- 2.4 In terms of gilt yields, the actual movement in year meant that the general trend in PWLB rates during 2016/17 was that rates fell initially in the first quarter, rallied during the year, before falling slightly at end of the year.
- 2.5 The Council's Treasury Advisors, Capita provided a forecast for interest rates for both investments and PWLB borrowing as part of the Treasury Management Strategy. Table 2 shows the actual bank rate and PWLB rates at the end of the year compared to the forecasts during the year.

Table 2: Forecast for Interest Rates Included in Treasury Strategy

	Forecast	Forecast	Forecast	Forecast	Actual
	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	31 March 2017
Bank Rate	0.50	0.50	0.75	0.75	0.25
5 Yr PWLB	2.10	2.20	2.30	2.40	1.24
25 Yr PWLB	3.40	3.50	3.60	3.70	1.80
50 yr PWLB	3.20	3.30	3.40	3.50	2.07

2.6 As can be seen from Tables 2 and 3, the reduction in bank has had a significant impact on the forecast for rates.

Annual Investment Strategy

2.7 The Annual Investment Strategy outlines the Council's investment priorities which are consistent with those recommended by DCLG and CIPFA:

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

2.8 The Council aim was to achieve an optimum return on investments commensurate with these priorities. In the current economic climate officers are striving to achieve a balance of investments that will provide the best possible return whilst minimising the on-going risks within the banking sector.

2.9 The Council continues to invest in only highly credit rated institutions using the Capita suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year.

2.10 The level of funds available for investment during 2016/17 was higher than anticipated with an average of £43.0m available (against a forecast of £28.5m) for investment during the year. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of business rates and precept payments, receipt of grants, savings achieved and progress on the capital programme which has increased cash available to invest in the short term. The Council holds approximately £14.0m of core cash balances made up of earmarked reserves and capital receipts set aside to repay debt for investment purposes (i.e. funds available for more than one year).

2.11 The investment of the cash balances of the Council are fully managed as part of the investment pool operated by North Yorkshire County

Council (NYCC).

- 2.12 The Council achieved an annual rate of return of 0.58% in investments, which was lower than the budgeted figure of 1.25%. While higher than anticipated cash balances offset some of the shortfall in investment income, the overall return of £274k was £14k below budget. The shortfall on the investment income budget was mitigated by in year savings on the overall revenue budget. The £274k investment income was allocated £236k to the General Fund and £38k to the HRA.

Borrowing

- 2.14 It is a statutory duty for the Council to determine and keep under review its “Affordable Borrowing Limits”. The Council’s approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix A. Officers can confirm that the Prudential Indicators were not breached during the year.
- 2.15 The TMSS indicated that there was a requirement to take long term borrowing during 2016/17 to support the budgeted capital programme. However, the 2016/17 forecast borrowing requirement is entirely dependent on the level of funding required for the Housing Development programme which was delayed. Any borrowing requirement will be confirmed as the development plans progress.
- 2.16 The Council approved an Authorised Borrowing Limit of £79.0m (£78m debt and £1m Leases) and an Operational Borrowing Limit of £74.0m (£73m debt and £1m Leases) for 2016/17. The highest total gross amount of debt in the year to 31 December has not been more than £61.0m on any occasion.
- 2.17 The strategy, in relation to capital financing, is to create capacity through the voluntary set aside of Minimum Revenue Provision (MRP) payments in order to provide flexibility to internally borrow to support capital schemes – largely but exclusively, housing developments. As such, £4.6m (£3.3m General Fund; £1.3m HRA) was set aside in 2016/17, which had the impact of reducing the Councils borrowing requirement to £54.4m (£3.5 General Fund; £50.9m HRA).
- 2.18 As a result, the Council was in an over-borrowed position of £6.3m as at 31 March 2017. This means that capital borrowing is currently in excess of the Council’s underlying need to borrow. The increase in over borrowed position (from £2.7m as at 31 March 2016) is a direct result of the decision to set additional sums aside to repay debt in the future. However, the over-borrowed position will begin to reverse in 2017/18 and 2018/19 as loans are made to support the Housing Trust, with no further plans to undertake any additional long term borrowing in the short/medium term. This stance will however be kept under review as borrowing rates are yet again at an all-time low.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

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

3.2 Financial Issues

The risk to the Council's investment income during the year has been highlighted through in-year monitoring and largely mitigated through buoyant cash balances and in year savings.

4. Conclusion

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

5. Background Documents

Finance Treasury Management Files

Contact Details

John Raine
Head of Technical Finance
North Yorkshire County Council

Appendices:

Appendix A – Prudential Indicators as at 31 March 2017

Prudential Indicators – As at 31 March 2017

Note	Prudential Indicator	2016/17 Indicator	2016/17 Actual
1.	Capital Financing Requirement £'000	63,149	54,401
	Gross Borrowing £'000	61,025	61,025
	Investments £'000	27,000	36,517
2.	Net Borrowing £'000	34,025	24,509
3.	Authorised Limit for External Debt £'000	79,000	79,000
4.	Operational Boundary for External Debt £'000	74,000	74,000
5.	Limit of fixed interest rates based on net debt %	100%	100%
5.	Limit of variable interest rates based on net debt %	30%	30%
6.	Principal sums invested for over 364 days		
	1 to 2 Years £'000	20,000	0
	2 to 3 Years £'000	15,000	0
	3 to 4 Years £'000	5,000	0
	4 to 5 Years £'000	5,000	0
7.	Maturity Structure of external debt borrowing limits		
	Under 12 Months %	20%	0%
	1 Year to 2 Years %	20%	0%
	2 Years to 5 Years %	50%	1.66%
	5 Years to 10 Years %	50%	10.77%
	10 Years to 15 Years %	50%	0%
	15 Years and above %	90%	87.57%
8.	Capital Expenditure	5,683	4,268
9.	Ratio of Financing Costs to Net Revenue Stream – General Fund	22.35%	23.08%
10.	Ratio of Financing Costs to Net Revenue Stream - HRA	33.95%	34.04%
11.	Incremental Impact of Capital Investment Decisions	£5.02	£5.02

Notes to the Prudential Indicators

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

Selby District Council

REPORT

Reference: E/17/8

Agenda item: 8 - Public



To: The Executive
Date: 1 June 2017
Status: Key Decision
Report Published: 23 May 2017
Author: Karen Iveson – Chief Finance Officer
Executive Member: Cllr C Lunn – Lead Member for Finance & Resources
Lead Officer: Karen Iveson - Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 31 March 2017

Summary:

After carry forward requests, the Council's year end results for 2016/17 give a surplus of £518k on the General Fund against a budgeted surplus of £117k a variance of £401k. There are a number of variances (positive & negative) which make up this surplus including; increased planning fees; staffing savings; benefits offset by lifeline income. The Housing Revenue Account generated a net surplus of £1,964k after carry forward requests, against a budgeted surplus of £1,520k a variance of £444k; the main reasons being shorter term savings on external interest payments arising from the need to borrow additional funds to finance housing development and housing rents exceeding target.

Savings (**Appendix C**) exceeded target in the HRA and the General Fund fell short against target, approval of additional savings identified as part of the 2017/18 budget process contributed significantly to mitigate this in 2016/17. The Capital Programme has seen some good progress particularly within the HRA with minimal slippage that was not a result of strategic decisions.

In addition savings on the Programme for Growth have been identified, that along with unspent contingency will be utilised to support P4G3 commencing in 2017/18.

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

Recommendations:

It is recommended that:

- i) The funds set out in Appendix D (£1.543m Revenue and £3.245m Capital) be carried forward from 2016/17 to 2017/18;**
- ii) The £518k General Fund surplus is transferred to General Balances (£186k) and Asset Management Reserve (£332k) to support future cost pressures.**
- iii) The additional £444k HRA surplus be transferred to ‘HRA Major Repairs Reserve’ to support the future capital programme;**

Reasons for recommendations

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

1. The Report

- 1.1 The full year outturns, after allowing for carry forwards, show a final surplus of £518k for General Fund and £444K for the Housing Revenue Account. There are carry forward requests of £1.425m (including P4G) for the General Fund, to enable key revenue projects and commitments to be completed in future years. A summary of the revenue carry forwards can be found in **Appendix D**.

Appendix A presents the variances identified for the 2016/17 year against approved budgets.

General Fund Revenue

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

	Budget £000's	Actual £000's	Variance £000's
Net Revenue Budget	19,205	18,779	(426)
Grant RSG	(1,121)	(1,121)	0
NNDR	(1,447)	(1,453)	(6)
New Homes Bonus	(2,447)	(2,452)	(5)
Special & Specific Grants	(332)	(346)	(14)

Amount to be met from Council Tax	13,858	13,407	(451)
Council Tax	(4,982)	(4,982)	0
Council Tax Coll'n Fund	(129)	(129)	0
Business Rates Coll'n Fund	(8,864)	(8,814)	50
Shortfall/(Surplus)	(117)	(518)	(401)

1.3 The main contributing factors to the Core General Fund surplus include:-

- Planning Fee income exceeded budget by £258k due to the volume and variety of applications being submitted;
- Employee & Car Allowance costs are £110k under budget driven by natural turnover of staff plus a number of temporary arrangements that have been in place pending the outcome of the corporate restructure;
- Lifeline service income - a continued reduction in the Supporting People Grant due to assessment criteria changes has resulted in a shortfall of (£51k). In addition to this, despite efforts to increase take up, private payers income has still not achieved target, resulting in a shortfall of (£57k);
- Back dated partner contributions from industrial unit income has added (£42k) to our costs this year;
- Benefits overall show a surplus position of £135k, due to a combination of reduced overpayments and improved recovery and lower than estimated growth in benefit paid.

In addition to these budget variances, the shortfall in the General Fund savings target is £51k against an original target of £632k.

1.4 It is proposed that the General Fund surplus of £518k is transferred to General Fund Balances (£186k) in accordance with the original budget and the remaining £332k to the Asset Management reserve to provide additional resources to fund future asset repairs/renewals following plans to earmark £900k from the reserve for car park works.

Housing Revenue Account

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

	Budget £000's	Actual £000's	Variance £000's
Net Revenue Budget	10,679	10,355	(324)
Dwelling Rents	(12,199)	(12,319)	(120)
Shortfall / (Surplus)	(1,520)	(1,964)	(444)

Contribution to MRR	1,520	1,964	444
Shortfall / (Surplus)	0	0	0

1.6 The HRA position has made an additional surplus of £444k. The HRA surplus (£1,964k) will be transferred to the Major Repairs Reserve at year end to support the long term management, maintenance and development of council housing. The main variances against budget are:

- Housing Rents have exceeded budget by £120k. This improved position reflects the quick turnaround of void properties and the impact of new tenancies now commencing at target rent.
- Savings on external borrowing are £223k by not borrowing from the PWLB to support housing development.
- Unspent contingency to support HRA service costs for housing development issues has not been utilised £75k.

Capital Programme

1.7 There are carry forwards totalling £991k for the General fund to enable key projects to be completed in future years. The main projects carried forward include replacement of the Housing and Asset systems (£176k) currently under procurement, progression of works to Portholme Road culvert (£289k) delayed due to issues with the location of utilities and the continuation of several ICT projects totalling (£428k).

1.8 The HRA has seen good progress with the programme completed for kitchens, bathrooms, painting and door replacement. There are carry forward requests of £2,154k: the majority being £1,087k for roof replacements and pointing work at Tadcaster that were delayed due to the requirement of the extended consultation and £982k to complete Phase 1 of the housing development scheme for 15 bungalows at Byram and Eggborough. During 2016/17 22 Council Houses were sold generating a net capital receipt of £598k.

Savings

1.9 **Appendix C** presents an update on progress against the Council's savings action plan for the General Fund and HRA.

1.10 Overall General Fund savings delivery was positive in the year - ending at just £51k short of the £633k target despite some slippage and re-profiling of schemes. Work to develop a refreshed saving plan for 2017/18 onwards as part of the coming year's budget, identified savings in debt repayments (Minimum Revenue Provision) and contributions to the Private Finance Initiative which have been taken a year early, saving £245k in 2016/17.

- 1.11 HRA savings for the year have been achieved.

Programme for Growth

- 1.12 At the end of 2016/17 £8.012m has been spent on projects, the majority being for the Leisure Village £5.679m and Burn Airfield purchase £1.790m. Revenue carry forwards total £1.378m including a remaining contingency of £623k which can be reallocated to support projects within P4G3. There is £100k capital carry forward to support the Empty Homes project in 2017. Schemes including Growing Enterprise, Community Skills / Capacity Building, Construction Skills Hub, Green Energy and Town Masterplanning funds under P4G2 are being returned for reallocation or delivery under P4G3. A summary of progress against each project is set out at **Appendix E**.

2. Legal/Financial Controls and other Policy matters

2.1 Legal Issues

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

2.2 Financial Issues

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

3. Conclusion

Overall year-end financial results are positive, and the surpluses generated this year provide some financial capacity to support the Council's future spending plans – particularly on both general fund and housing assets. Funds that are requested for carry forward will support work on priority projects and initiatives that will be completed in 2017/18.

Appendices:

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

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

Appendix C – General Fund and Housing Revenue Account Savings.

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

Appendix E – Programme for Growth.

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BUDGET EXCEPTIONS REPORT

April 2016 - March 2017

General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Customer & Client Receipts	(5,573)	(246)	One-Off	Economic Regeneration & Place - £258k has been generated on Planning Application Fees for the year due to the high volume and variety of applications. Commissioning & Contracts - £28k over achieved income targets across waste collection services, due to Commercial income growth plus better than forecast rates for recyclables. This is in addition to £51k over achieved saving. Operational Services - £53k income shortfall, main items relate to Civic centre room hire as a result of free bookings being offered to Partner organisations and delay in Police co-location; Lifeline private payers - although income hasn't achieved target efforts to grow this service and manage costs has resulted in a net cost of £13k to deliver the service, compared to £92k in 15/16
Government Grants - Services	(397)	33	On-going	Operational services - £51k shortfall in grant funded lifeline clients, which is mitigated by increase in private payer income and managing costs. This is partially offset by the grant for storm Eva £14k.
Housing Benefits (Net Position)	(432)	(135)	One-Off	£62k related to surplus against expected in year subsidy, mainly as a result of a reduction in lost subsidy through overpayments. In addition, £37k surplus related to improved position on overpayments recovery, total outstanding debt has reduced during 16/17. A further £36k surplus relates to lower than anticipated growth in benefit payments for the year.
NHB & Non Services, New Burdens	(2,779)	(19)	One-Off	Additional New Homes Bonus and Burdens Grant.
Total Variance - General Fund Income		(367)		

General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	14,437	(76)	On-going	During 16/17 whilst the Corporate restructure was in progress resources were directed to deliver on priority services, meaning some services held vacancies to cover capacity issues in other service areas. In addition to this services carefully managed posts that became vacant to prevent appointments being made to discontinuing posts, minimising risk of redundancies.
Premises	652	(21)	On-going	Operations - £17k profiles gym business rates and utilities payable, proposals to rent out this property are being progressed. Offset by Contact centre rent underspend (£13k)(first qtr. paid in 15/16), and utilities on various sites.
Supplies & Services	7,955	71	One-Off	Most significant elements being £42k for the settlement of prior year's Industrial unit partner payments following an on-going negotiation; Data & Systems spend CRM & Website costs not budgeted for £30k; Contract costs for streetscene £26k due to an increase in large fly tipping clearances and costs relating to Internal Drainage Board dredging , Council tax Collection costs £30k and Housing Benefit Admin costs £15k offset by Development Policy Savings (£25k), Private Sector Housing (£25k), Democratic Core & Committee Savings (£20k) and CEF Support (£30k).
Transport	191	(34)	On-going	This relates to underspend on mileage and car allowances - This is a combination of improved working practices and linked to staff vacancies. A largest portion of the underspend relates to the Wardens Lifeline service, as referred to above managing costs of the service has helped to mitigate the shortfall in income.
Savings Target	-51	51	On-going	Shortfall against savings target, savings identified during the year including Streetscene, MRP & PFI are reflected on the savings schedule. Officers continue to work to identify further savings.
Total Variance - General Fund Expenditure		(9)		
Total Variances - General Fund		(376)		

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Housing Rents	(12,199)	(120)	On-going	The outturn shows an improved position over budget. The variance is influenced by the number of sales (lower than expected in 2015/16 when the budget was set), the impact of reletting for new tenancies at target rent and turnaround of void properties.
Total Variance - HRA Income		(120)		

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	92	21	One-Off	Shortfall on salaries due to costs to support housing development including a short term graduate placement and cleaners costs for the community centres.
Premises	755	(64)	One-Off	Several Variances make this up including £12k Gas servicing & Maintenance; Solid Fuel services £21k - as a result of replacing systems with gas; Community centres £23k saving on miscellaneous repairs and utilities.
Support Service Recharges	2,413	27	On-going	Recharge for management of Community centres - original budget didn't reflect full support being provided
Provision for Bad Debts	124	(50)	One-Off	A nominal 1% provision against rents is made in the budget, arrears calculations have not suggested significant increase required yet although the wider roll out of universal credit may have an influence, slight reduction in overall non-rent debtors.
External Interest Payable	2,638	(223)	On-going	This saving is based on the assumption that no external borrowing would be taken out for new developments within the HRA this financial year, the use of internal borrowing (using cash reserves) along with retained capital receipts and grant funding has financed the on-site schemes at Byram and Eggborough.
Movements to / from reserves	(198)	30	One-Off	Slightly above estimate transfers to the MRR to fund costs of the capital programme over the year.
Contingency	75	(75)	One-Off	Unspent contingency in the year.
Total Variance - HRA Expenditure		(334)		
Total Variances - HRA		(454)		

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Industrial Units - Road Adoption	13,660	1,200	-12,460	0	-12,460	A bid of £325k has been approved for 2017/18 to resurface the road for adoption.
Portholme Road Culvert	356,670	67,935	-288,735	288,734	-1	Phase 1 is complete. Phase 2 interim payments have been made and work is to commence in the new year with the aim to complete the work around Spring 2017.
FMS Project	90,000	22,574	-67,426	0	-67,426	Upgrade now complete, the provision of a new finance system is scheduled as part of the ICT strategy during 2021/22.
Northgate Revs & Bens	24,510	2,200	-22,310	7,730	-14,580	Carry forward required for an upgrade to the current software to ensure PSN compliance is met.
Electronic Payments Project	61,665	14,981	-46,684	46,680	-4	Electronic Payments Project - Money to be secured for Enabling Online Direct Debits to be set up to enhance the current customer portal and future software digitalisation. Electronic payments currently LIVE. Work on projects connected to Direct Debits/BACs taking place.
CRM Enhancements	0	9,400	9,400	0	9,400	CRM enhancement costs not anticipated, to be met from savings identified across ICT systems.
Servers - ICT Infrastructure Replacement	120,000	31,249	-88,751	88,751	0	Budget required for 2017/18 to support storage & switch ports, remote licences and Microsoft licences.
IDOX Upgrade	5,690	14,203	8,513	0	8,513	Although this budget confirms an overspend, the intention will be to fund from underspend within the Revs & Bens scheme. A BID has been approved to secure future Capital spend on IDOX software to maintain our current suite of software applications.
Environmental Health System	12,940	5,375	-7,565	5,000	-2,565	Consultancy costs paid, the licencing element will go live in the early part of 2017 and satisfy PSN compliance.
Councillor Tablets	18,340	0	-18,340	18,340	0	Project underway for delivery for the provision of tablets to members. There will be a trial period in May with rollout in June.
Contaminated Land Software	10,000	11,974	1,974	0	1,974	Scheme complete, a small overspend occurred on implementation, covered by other IT savings.

2016/17 Selby District Council Capital Programme - To 31 March 2017

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	
Mobile Working Solution	249,800	0	-249,800	249,800	0	The Mobile Working Solution budget has been set aside to drive mobile working projects through the council and in part influenced by the capabilities of the replacement housing system. A business case is to be produced to reflect organisational need following the housing system procurement.
Genero Housing System	175,610	0	-175,610	175,610	0	The procurement process underway approval to award a contract will go to Executive in June. A bid for funding was approved as part of the 2017/18 budget process.
ICT - Desktop Replacement Programme	17,500	6,005	-11,495	11,490	-5	Carry forward required to support work including Leadership Team devices during the early part of 2017/18.
Selby All Weather Pitch	0	9,134	9,134	0	9,134	Final certificate payment for the synthetic pitch funded from special projects reserve.
Asset Management Plan - Leisure & Parks	43,000	8,606	-34,395	0	-34,395	Saving, budget based on a worse case anticipating that major structural works to a wall were required at Tadcaster Leisure Centre due to tree roots against the building, issues addressed and only minor works needed.
Car Park Ticket Machines	52,000	41,108	-10,892	0	-10,892	All new machines are installed, commissioned and working. Saving as 3 less machines were purchased as more efficient and reliable old machines and only 1 machine rather than 2 required in some car parks.
Police Co-Location Project	1,550	1,548	-2	0	-2	Initial services work as part of exercise.
Private Sector - Home Improvement Loans	30,000	-2,602	-32,602	16,500	-16,102	There is continued Interest in Repair assistance loans although only 2 loans made during 2016/17. On-going commitments made with applications currently with the Home Improvement Agency total £6,500 and £10,000 for private housing initiatives. 3 Loans were repaid during 2016/17.
Disabled Facilities Grants	358,870	276,600	-82,270	82,000	-270	There were over 50 grants issued during 2016/17. The 2016/17 Allocation of £346,958 was invoiced to NYCC through the Better Care Fund, and discussions continue with NYCC and other districts regarding underspends. The carry forward is required to support further commitments and outcomes of discussions.
	1,641,805	521,488	-1,120,317	990,635	-129,682	

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	
Kitchen Replacements	237,000	239,677	2,677	0	2,677	2016/17 Programme complete.
Pointing Works	566,840	12,846	-553,994	553,994	0	Forms part of the work the new Works Officer will undertake for the Hillside Scheme in Tadcaster in conjunction with the roofing scheme below.
Electrical Rewires	240,000	209,374	-30,626	0	-30,626	Rolling programme of works, some of the budget has been allocated to support the refurbishment of Laurie Backhouse Court. Savings generated after inspection where only consumer units needed replacing rather than full rewires.
Bathroom Replacements	205,530	208,241	2,711	0	2,711	2016/17 Programme completed.
Asbestos Surveys	30,000	31,127	1,127	0	1,127	Completed for 2017/18
Central Heating System Replacements	577,500	479,712	-97,788	0	-97,788	On-going rolling programme of works - good progress is being made on the main programme but slowed due to refusals resulting in the saving - systems will be updated in the future when the properties become void also less failures due to a better standard of boiler being installed over the last few years. Spending reduced over winter as most of the planned systems have been done over summer.
Roof Replacements	532,650	0	-532,650	532,650	0	A new Works Officer has been appointed and will undertake this project in June. Further leaseholder consultation is required before any further work can be progressed. This also links to the pointing works budget.
Damp Works	230,000	206,672	-23,328	0	-23,328	Work progressing with a mix of programmed and responsive works including some prevention measures (improving ventilation), a saving was anticipated on responsive works but was subject to winter weather conditions, the demand was not as great as expected.
External Cyclical Repairs (Painting & Windows)	150,000	150,000	0	0	0	Scheme complete, in conjunction with door replacement scheme.
External Door Replacements	140,000	141,032	1,032	0	1,032	Scheme complete.
Void Property Repairs	60,000	46,692	-13,308	0	-13,308	Expenditure is dependent upon the condition of the property when it becomes void.
Fencing Programme	40,000	29,768	-10,232	10,232	0	Programme on target to complete in the early part of 2017/18.
St Wilfrid's Court - Fire Alarm	25,000	27,969	2,969	0	2,969	Scheme completed.
Laurie Backhouse Court - Refurbishment	192,890	192,890	0	0	0	Scheme completed.

2016/17 Selby District Council Capital Programme - To 31 March 2017

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	
Environmental Improvement Plan	185,000	132,465	-52,535	22,555	-29,980	Improvement schemes continue to come forward and there are on-going commitments to be met in 2017/18. The remaining balance is a saving for the year.
Housing Development Project	88,490	35,301	-53,189	53,180	-9	Demolition of the site completed April 2017.
Marsh Croft Flooding	0	-48,326	-48,326	0	-48,326	Scheme completed, grant funding was received for flood resilience measures implemented (including raised electrics, flood resistance doors, pointing, tanking and concreting floors). At the time of the floods (Storm Eva) it was unknown if this funding was available.
Garage Sites	50,000	36,984	-13,017	0	-13,017	On-going work to clear, remove and refurbish garage sites to maximise rental potential outside of the housing development programme, a number of garages have been brought back in to management which will have a positive impact on revenue income.
Ousegate Hostel Fire Alarm System	15,000	17,822	2,822	0	2,822	Scheme completed.
Phase 1 Housing Development	1,938,000	956,353	-981,647	981,640	-7	The Phase 1 scheme for Byram St Edwards Close / East Acres started on site 5 September of the £1.938m scheme of which £87k retained capital receipts and S106 subsidy of £351k have been utilised to support the 2016/17 spend. The final properties are on track to be available for rent from June.
	5,503,900	3,106,598	-2,397,302	2,154,251	-243,051	
Total Capital Programme	7,145,705	3,628,087	-3,517,618	3,144,886	-372,732	

General Fund Savings

Proposed Savings	Status	2016/17 £	2017/18 £	2018/19	2019/20	Benefits	Comments
IT & Transformation Workstream							
CRM Replacement - Phase 1	Green	36,160	36,160	36,160	36,160	A shared customer relationship management system with NYCC to enable seamless delivery of services across the two tiers of local government and deliver cost efficiency	Phase 1 completed
Formal amalgamation of District newspaper and County Council publications	Green	3,000	3,000	3,000	3,000	A shared publication brings together news across the two tiers of local government	Completed
Improved Revs & Bens Value for Money	Green	22,000	22,000	22,000	22,000	Improved team productivity leading to more timely and accurate processing of benefit claims	Completed
Access Selby Commercialisation	Red	0	32,000	32,000	32,000	Income generation against discretionary services enables resources to be prioritised on statutory requirements	Target included in draft budget
Access Selby Commercialisation	Green	19,361	18,000	18,000	18,000	Income generation against discretionary services enables resources to be prioritised on statutory requirements	The commercialisation agenda will continue into 17/18, facilitated by the new structure arrangements and planned Housing system upgrade. During 17/18 £6K was achieved in Assets trading and a net increase of £13k was achieved in private payers lifeline income, after allowing for lost grant funding.
Total Transformation		80,521	111,160	111,160	111,160		
Commissioning Workstream							
Postage and Mail	Green	8,000	11,000	11,000	11,000	Improved cost efficiency through smarter procurement	Completed
Maximise use of Civic Centre Office Space	Green	10,480	45,000	45,000	45,000	Partnership working to share office space allows sharing of fixed overheads	£25k achieved and deducted from base budgets - Partnership with the Police is progressing. Th ePolice co-location is planned to commence in July 2017.
Total Commissioning		18,480	56,000	56,000	56,000		
Income Generation Workstream							
Bulky Waste Collections	Green	5,000	5,000	5,000	5,000	Income generation against discretionary services enables resources to be prioritised on statutory requirements	Completed
Recycling Income	Green	101,805	63,450	63,450	63,450	Forecast increase in income based on collection rate trend and price forecast	Completed
Commercial Waste Income	Green	32,510	20,000	20,000	20,000	Forecast increase as a result of targetted business growth	Completed
Planning Income	Green	24,000	24,000	24,000	24,000	Forecast increase in Planning income built into base budget £251k. £227k is being used to contribute towards restructure costs. £24k allocated to savings	Completed
Total Income Generation		163,315	112,450	112,450	112,450		

Proposed Savings	Status	2016/17	2017/18	2018/19	2019/20	Benefits	Comments
		£	£				
Other							
Costs raised - Council tax and NNDR accounts	Green	5,000	5,000	5,000	5,000	Base budget reviews identified budgets that were not required	Completed
Homelessness contribution	Green	53,000	53,000	53,000	53,000	Base budget reviews identified budgets that were not required	Completed
SDC Property - NNDR	Green	6,926	6,926	6,926	6,926	Base budget reviews identified budgets that were not required	Completed
MRP	Green	184,225	184,225	184,225	184,225	Identified as part of the 17/18 Budget Process	Completed
PFI	Green	70,665	70,665	70,665	70,665	Identified as part of the 17/18 Budget Process	Completed
Total Other		319,816	319,816	319,816	319,816		
Total General Fund Savings in Progress		582,132	599,426	599,426	599,426		
Savings Target - Value required to balance budget		632,886	1,056,339	1,056,339	1,056,339		
Headroom/Deficit (+/-)	**	- 50,754	- 456,913	- 456,913	- 456,913		
Green Savings		582,132	567,426	567,426	567,426		
Amber Savings		-	-	-	-		
Red Savings**		-	32,000	32,000	32,000		
Total		582,132	599,426	599,426	599,426		

Key: **HRA Savings Plan**

Green: Savings likely to be achieved/low risk

Amber: Tentative savings - further work required/medium risk

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

Proposed Savings	Status	2016/17 £	2017/18 £	2018/19 £	Progress
Review of Property Services unfilled posts	Green	50,000	50,000	50,000	Completed
Gas Servicing Contract	Green	20,000	20,000	20,000	Completed
Grassed Areas & Open Spaces base budget review	Green	29,000	29,000	29,000	Completed
Various Suppliers	Green	22,000	22,000	22,000	Completed
WTT - Savings	Green	129,591	129,591	129,591	Completed
2011/12 Pay Award	Green	27,000	27,000	27,000	Completed
Car Allowances	Green	5,600	5,600	5,600	Completed
Savings on Audit Fees and early Retirement Charges	Green	40,460	40,460	40,460	Completed
Ryecare Help-Line Telecom Saving	Green	700	700	700	Completed
Consolidation of IT Budgets	Green	23,685	23,685	23,685	Completed
Electrical Testing - R&M	Green	15,000	15,000	15,000	Completed
Vehicle Tracking System	Green	500	500	500	Completed
Direct Works - Phones	Green	2,000	2,000	2,000	Completed
Grants Audit Fees	Green	9,390	9,390	9,390	Completed
Clear Access Footways	Green	2,500	2,500	2,500	Completed
Footpaths	Green	10,000	10,000	10,000	Completed
Gutters & Fallpipes	Green	5,000	5,000	5,000	Completed
Tenants Participation - Housing Reports	Green	370	370	370	Completed
Energy Performance Certificates	Green	3,000	3,000	3,000	Completed
SDC Contract Hire Vehicles	Green	18,000	18,000	18,000	Completed
Asbestos Removal	Green	500	500	500	Completed
Solid Fuel Servicing	Green	12,470	12,470	12,470	Completed
Communal Lighting	Green	3,350	3,350	3,350	Completed
Pumping Stations	Green	3,210	3,210	3,210	Completed
Lift Maintenance	Green	1,300	1,300	1,300	Completed
Bank charges	Green	1,600	1,600	1,600	Completed
Debt collection costs	Green	1,300	1,300	1,300	Completed
Hostels	Green	5,230	5,230	5,230	Completed
Van Fuel (oil price & fuel card savings)	Green	2,450	2,450	2,450	Completed
Resource Accounting	Green	4,000	4,000	4,000	Completed
Rent - Bank Charge Savings	Green	1,000	1,000	1,000	Completed
Use of Temporary Accommodation	Green	13,740	13,740	13,740	Completed
Community Centres	Green	9,600	9,600	9,600	Completed
Total Housing Revenue Account Savings		473,546	473,546	473,546	
Savings Target		360,000	360,000	360,000	
Headroom/Deficit (+/-)	**	113,546	113,546	113,546	
Green Savings		473,546	473,546	473,546	
Amber Savings		-	-	-	
Red Savings**		-	-	-	
Total		473,546	473,546	473,546	

General Fund Revenue Carry Forwards				
Description	Purpose of Carry Forward	16/17 Current Budget	Remaining Budget	Carry Forward Request
Consultancy fees	Carry over for revenues required for consultancy IT support in 17/18, outstanding work to ensure infrastructure is secure & PSN compliant and futureproofed was expected to be completed in 2016/17.	20,000	2,923	2,900
Pollution Monitoring/Air Quality	Following the designation of an Air Quality Management Area in Selby District then an action plan will need to be completed and implemented, work associated with the plan will require specialist advice.	6,500	3,215	3,215
Pollution Monitoring/Repairs	Following the designation of an Air Quality Management Area in Selby District then an action plan will need to be completed and implemented. Additional monitoring and specialist equipment required for work outside routine calibration checks.	6,500	1,000	1,000
Benefits & Taxation	DWP funding received to support Universal Credit (UC) claimants. Funding is reduced significantly in 17/18 but demand will be higher due to more postcodes included in UC rollout during 2017/18 up to a UC full service by February 2018. Funding also required to develop SLA with Citizens advice and software changes.	13,023	12,049	12,049
Benefits & Taxation	Monies are held on behalf of 8 Las and belong to the North Yorkshire Benefits Group, not SDC	22,107	8,407	8,407
Corporate Training	Contribute to the cost of E-learning in 2017/18. Budget required to pay for access to Learning Zone, approx. £15k in 2017/18 but will reduce to £2.5k in future years	8,000	3,000	3,000
Qualification Training	Contribute to the cost of E-learning in 2017/18. Budget required to pay for access to Learning Zone, approx. £75 per head (£18k) in 2017/18 but will reduce to £2.5k in future years	14,000	6,000	6,000
CS Partnership Contributions	Continuation of scheme, statutory P'ship fund ring-fenced to Community Safety Planning delivery, to be spent in line with ongoing local partnership action plans	0	5,500	5,500
Local Strategic Partnerships	New HoS in place and looking to deliver a larger proportion of partnership development and will utilise budget fully in 17/18	10,000	33,800	33,000
Local Authority Prevent Duty	Continuation of scheme, small partnership fund ring-fenced for the delivery of prevent duty. To be spent in line with ongoing local partnership action plans.	0	1,896	1,896
Climate Change	Original allocated to fund the development of climate change strategy, linked to PLAN Selby. Looking to expand its remit to support emerging Economic Development Strategy. Exploratory work has been undertaken in 2016/17.	20,000	15,784	15,784
Eastern CEF	Required to support the CEF in 17/18. During 2016/17 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	20,000	14,636	14,636
Central CEF	Required to support the CEF in 17/18. During 2016/17 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	20,000	16,978	16,978
Chairman's Budget	Remaining Balance required 17/18. budget required to support the remainder of the Chairmans year of office.	5,910	4,156	4,156
Plan Selby	Funding to continue Plan Selby to support ongoing committed evidence studies including highways, SFRA and viability.	332,730	126,365	126,360
Policy team - Agency Staff	Balance of funding approved at Executive 27 May 2015 to support professional fees delivering on-going Plan Selby projects and future commitments.	79,630	52,855	52,850
Neighbourhood Planning	Neighbourhood plans - Exam & referendum costs for the Appleton Roebuck Plan through to adoption.	15,000	15,000	15,000
Policy Team - Staffing	Balance of funding approved 27 May 2015 to support the continuing delivery and meet the commitments of Plan Selby projects including Highways, SFRA & viability studies.	225,270	105,000	105,000
Democratic Core	A comprehensive Member training programme is in development for 2017/18 and will ensure specific training.	8,000	16,650	8,000
Southern CEF	Required to support the CEF in 17/18. During 2016/17 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	20,000	13,689	13,689
Tadcaster CEF	Required to support the CEF in 17/18. During 2016/17 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	20,000	39,779	39,779

General Fund Revenue Carry Forwards				
Description	Purpose of Carry Forward	16/17 Current Budget	Remaining Budget	Carry Forward Request
Western CEF	Required to support the CEF in 17/18. During 2016/17 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	20,000	17,938	17,938
Homeless Persons	Ongoing commitment to front line prevention funding, including running homeless database and introduction of Homeless Reduction Bill.	74,615	43,064	43,064
General Fund Contingency	Unspent Leaders contingency, to be utilised for schemes & projects during 2017/18	300,000	118,030	118,000
		1,261,285	677,714	668,201

General Fund Capital Carry Forwards				
Description	Purpose of Carry Forward	16/17 Current Budget	Remaining Budget	Carry Forward Request
Telephones - Mobile Working	To support the Modern Office project of which a business case is to be approved to reflect organisational need following the Housing Management System procurement to compliment the mobile element of this project. This scheme has been reliant on the outcomes of other schemes including Housing Management.	249,800	249,800	249,800
Members IT	Project underway delayed originally due to the compatibility and compliance with NYCC now progressing with delivery in June after a trial period.	18,340	18,340	18,340
Servers	To support projects to be delivered in 17/18, awaiting a quote from NYCC for SAN Storage & Switch Ports, additional remote licences purchased May and an appraisal of which Microsoft licence option delivers the most suitable value for money by Sept 17.	120,000	88,751	88,751
Desktop Replacement	Carry forward required to support the delivery of leadership devices in April / May 2017.	17,500	11,495	11,490
Portholme Road Collapsed Culvert	Stage 1 complete, Stage 2 interim invoices paid. The complex utility surveys have taken longer than expected requiring further work to seek permissions from other landowners to finalise the route of the diverted culvert. Discussions and permissions taking place to finalise detailed design and tender documents for the works.	356,670	326,727	288,734
Private Sector Housing renewal	RAS commitments approved but not completed (£6,500) plus recycle loan funds to be used for private sector housing initiatives (£10,000)	30,000	26,837	16,500
Disabled Facilities Grant	Better Care Fund monies to support DFG commitments approved but not completed during 2016/17.	358,870	82,271	82,000
Housing System Replacement	Required for procurement of new housing system, the procurement process is underway and approval to award a contract will go to Executive in June.	175,610	175,610	175,610
Cash Receipting System	Continuation of work towards the enhancement of the Customer Portal by the end of the financial year to make it easier to go to one place to get services delivered securely online. The budget will also be used to deliver e-forms to populate back-office software by January 2018.	61,665	46,684	46,680
Environmental Health System	To continue to upgrade the software and satisfy PSN compliance during 2017/18, the oracle upgrade was part completed during 16/17 with completion by June 2017..	12,940	7,565	5,000
Revs & Bens System	To be used for an upgrade to the current software and ensure we remain PSN compliant, changes were anticipated to on-line forms as part of the service review and still expect this to happen as part of continued review.	24,510	22,310	7,730
		1,425,905	1,056,390	990,635

Programme for Growth Revenue Carry Forwards				
Description	Purpose of Carry Forward	16/17 Current Budget	Remaining Budget	Carry Forward Request
P4G Empty Homes	The staff reorganisation has created posts to support the provision of funding to cover initiatives such as Mortgage rescue, support specialist legal and enforcement costs, not spent previously due empty homes staffing resource.	83,975	83,975	83,975
P4G Open for business projects fund	Place branding project - expected project delivery is 2017/18, lack of capacity has hindered progress in 2016/17.	42,664	37,914	37,914
P4G Strategic Development Sites	Fully allocated budget to fund Regeneration consultancy support for ongoing strategic sites commission including critical work on Olympia Park, Kellingley Colliery, Selby Station Portholme Road & Rigid Paper sites. To be completed by July 2017	215,160	91,755	91,755
P4G Gateways	Budget area generates small income pa. Income ring-fenced to fund future development and maintenance work.	3,639	5,806	5,806
P4G Healthy Living Concept	P4G fund expected to be delivered in 17/18 in line with on-going IHL and NYCC public health programmes	35,000	15,213	15,213
P4G retail experience	Tadcaster Riverside Park project will be delivered in 2017-18. The delay in delivery relates to staffing capacity issues to deliver the project but it remains a key deliverable. Staff capacity now in place. Tender processes in place to deliver and anticipated delivery of project due for Autumn 2017	180,000	180,000	180,000
P4G Retail Exp STEP	Budget relates to P4G project which will roll in to 2017/18 and work in line with towns masterplan. The delay in delivery relates to staffing capacity issues to deliver the project but it remains a key deliverable. High street works identified for delivery and events coordination identified for town centre.	149,500	123,700	123,700
Tour de Yorkshire	Project spans over 2 financial years. Successful event took place at the end of April.	137,655	137,126	137,126
Miscellaneous grants	Sherburn All Weather Pitch - The delay in delivery relates to staffing capacity issues to deliver the project and awaiting Executive decision to award grant. Project initiated and delivery will be concluded by Oct 2017.	0	200,000	200,000
		847,593	875,489	875,489

Programme for Growth Capital Carry Forwards				
Description	Purpose of Carry Forward	16/17 Current Budget	Remaining Budget	Carry Forward Request
P4G Empty Homes Grant/Loan	To cover financial assistance tools through empty homes project, delayed due to dedicated resource. The staff reorganisation has created posts to support delivery of the strategy during 2017.	100,000	100,000	100,000

Housing Revenue Account Capital Carry Forwards				
Description	Purpose of Carry Forward	16/17 Current Budget	Remaining Budget	Carry Forward Request
Roofing	Roofing works to be commissioned 17/18 (Hillside, Tadcaster). A new Works Officer has been appointed and will undertake this project in June. Further leaseholder consultation is required before any further work can be progressed.	532,650	532,650	532,650
Fencing	Ongoing works to be completed in the early part of 2017/18.	40,000	10,232	10,232
Pointing Works	Work programme delayed by issues at Hillside, Tadcaster. New programme to be contracted 17/18 in conjunction with the roofing scheme.	566,840	553,994	553,994
Environmental Improvement Fund	To support ongoing Environmental Improvement fund commitments that have been approved but not completed.	180,000	52,535	22,555
Byram Park Road Flats Demolition	To complete the demolition of the Flats for new development, held up due to surveys and disconnection of utilities.	88,490	53,188	53,180
Phase 1 Housing Development	To complete Phase 1 development scheme at Eggborough & Byram (15 Bungalows) with construction on all 3 sites completed and the final Eggborough properties available for rent by June.	1,938,000	981,647	981,640
		3,345,980	2,184,246	2,154,251

Programme for Growth

Projects	Project Budget		Project Spend		Outturn		Comments
	Capital £	Revenue £	Total Spend at Q4 2016/17	Remaining Budget	Forecast	Variance	
Programme Management	-	-		-			
Healthy living - concepts fund	-	175,000	29,400	145,600	175,000	-	In progress -Selby Wellbeing Team and Summit Indoor Adventure Team have been working with Food Trading Standards at NYCC on a project called Healthier Choices. The scheme recognises and promotes business selling food and drink as having healthier choices to their customers. Trading standards colleagues visited the Summit giving it a Silver star rating. This project is a positive move for the Summit as it will go on the Health Choices website from NYCC as a place in Selby to visit and get healthy food choices
Leisure Village (Summit Indoor Adventure)	5,579,000	-	5,578,885	115	5,578,885	115	Completed
Selby Skate Park	100,000	-	100,000	0	100,000	-	Completed
Ready 4 Work	-	16,556	16,556	-	16,556	-	Completed
Growing enterprise	-	175,000	32,495	142,505	90,000	85,000	Completed - This strand is to be closed off and delivery to commence in 2017/18 under P4G3. Business networks still being supported, and contributions made to broader Leeds City Region business support projects (Ad:Venture & Digital Enterprise) and local growth programme. Unspent element of budget returned for reallocation in P4G 3.
Market Selby's USP	-	62,664	4,750	57,914	62,664	-	In Progress - Will be committed, plans in place for Communication and engagement campaigns created for 4 areas which will determine the actions for each priority; 1. Overall 'Place Branding'; 2. Communications & Marketing to support the visitor strategy; 3. Planning Service narrative and 4. Business Investment communications. This is expected to be delivered during 2017/18

Projects	Project Budget		Project Spend		Outturn		Comments
	Capital £	Revenue £	Total Spend at Q4 2016/17	Remaining Budget	Forecast	Variance	
Community skills/capacity building	-	100,000	-	100,000	-	100,000	On-Hold - The Economic Development Strategy is due for adoption during June 2017 which was pivotal to this scheme. The new Senior Management Team is developing relevant and up to date project briefs of which this requires closure and a re-focus of the brief to a new action plan, therefore budget can be returned for reallocation to P4G3 until required.
Retail experience: Tadcaster Linear Park		180,000	375	179,625	180,000		- In Progress - Tadcaster Riverside Park project is currently underway and will be delivered in 2017/18. The fund will be spent as well as a match fund from Tadcaster Town Council of £80,000 and in kind contributions from NYCC and contractors.
Retail experience: STEP		151,576	17,550	134,026	151,576		- In progress - Outstanding works to be delivered on improvements to the town street scene. These are being costed and will be delivered in 2017-18. Further engagement with the STEP on street scene and Towns Visioning likely to ensue over 2017 which will further inform spend on this fund. Two events identified for the town in 2017 that may require investment at this stage, circa £5-6k. All in line with STEP strategy for 2014-17.
Retail experience: Sherburn		110,000	110,000	-	110,000		- Completed. The funds for this project have been spent. The street scene work has been completed. Project closure document now required from Sherburn PC.
Construction skills hub	-	20,000	-	20,000	-	20,000	On Hold - Project on hold pending further productive discussion with Selby College and ongoing feasibility work on Olympia Park. Roll into Project Delivery Fund for P4G 3.

Projects	Project Budget		Project Spend		Outturn		Comments
	Capital £	Revenue £	Total Spend at Q4 2016/17	Remaining Budget	Forecast	Variance	
Empty homes	100,000	15,475	-	115,475	115,475	-	In progress - Brought 2 previously empty properties back into use during 2016/17. These have been in villages around Selby and in both cases no enforcement action was necessary. Proactive work during the the final quarter of the year but this has now been completed and the organisational review has created a Private Sector Housing resource which includes a dedicated Empty Homes role within the council. We are in the process of adopting the York and North Yorkshire Empty Homes Strategy and will develop a local action plan to support our aspirations.
Housing Trust	-	133,750	34,399	99,351	133,750	-	In progress - Work to support the housing development programme for SDHT to provide affordable rental property in the district.
St Josephs St		31,000	17,000	14,000	17,000	14,000	Completed - Selby and District Housing Trust have built 2 homes for affordable rent and 1 market house for sale. £14k refund received.
Green energy	-	30,000	14,193	15,807	14,193	15,807	On hold - No further update after previous exploration of potential. Remaining funds in project returned for reallocation in P4G3.
Strategic sites	-	285,000	163,306	121,694	285,000	-	In progress - Funds used to help unlock strategic sites including developing plans for the area around Selby Station, Kellingley Colliery, Portholme Road, Rigid Paper Mills and Olympia Park.
Town masterplanning	-	250,000	56,180	193,820	56,180	193,820	Completed - Project rolled over for P4G 3. Briefs currently being finalised, with Towns Visioning and action plans to be rolled out in 2017/18.
Green infrastructure	-	20,000	-	20,000	-	20,000	In progress -Work now delivered in-house by Planning Policy team as part of PLAN Selby development.
Economic Development		50,000	57,627	7,627	56,247	- 6,247	In progress - Economic Development Strategy finalised for prospective adoption by Executive in June.
Burn Airfield	1,790,000		1,790,360	360	1,790,360	- 360	Completed - land acquired in 2015/16.

Projects	Project Budget		Project Spend		Outturn		Comments
	Capital £	Revenue £	Total Spend at Q4 2016/17	Remaining Budget	Forecast	Variance	
Improvements to gateways		3,639	- 3,967	7,606	-	3,639	<p>Completed - sculptures in place on 2 roundabouts on Selby Bypass and income stream now in place to fund on-going maintenance and development</p> <p>In progress - project to be delivered during Q1 2017/18. Executive decision to support was received on 18.05.17</p>
Sherburn All-Weather Pitch	200,000		-	200,000	200,000		
Total	7,769,000	1,809,660	8,019,110	1,559,550	9,132,886	445,774	
	5,797,000	2,233,000					
	2,172,000	-					
	- 200,000	- 423,340					