

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday 7 September 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 3 August 2017 (pages 5 to 14 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. Pool of Sites Public Consultation

Report E/17/18 outlines the proposals for the next step in the preparation of the Site Allocations Local Plan – the Pool of Sites Consultation planned for October-November 2017 (pages 15 to 273 attached).

5. Programme 4 Growth 3(P4G3): Establishment and Update

Report E/17/19 summarises the overall progress on the Council's Programme 4 Growth to date, updates the Executive with P4G3 projects and propose a number of actions to ensure that a transparent and responsive programme is created (pages 275 to 303 attached).

6. Annual Report 2016/17

Report E/17/20 presents the Council's Annual Report for 2016/17 for consideration (pages 305 to 326 attached).

7. Corporate Performance Report - Quarter 1 – 2017/18 (April to June)

Report E/17/21 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 key performance indicators (pages 327 to 340 attached).

8. Police and Crime Commissioner Proposal on Future Governance of North Yorkshire Fire and Rescue Service

Report E/17/22 presents the PCC's proposals and Business Case for changes to the governance of North Yorkshire Fire and Rescue Services under the Policing and Crime Act 2017 (pages 341 to 465 attached).

9. Financial Results and Budget Exceptions Report to 30 June 2017

Report E/17/23 presents the financial results and budget exceptions report to 30 June 2017 (pages 467 to 486 attached).

10. Treasury Management – Monitoring Report for Q1

Report E/17/24 reviews the Council's Treasury Management Activity for the 3 month period 1st April 2017 to 30th June 2017 (Q1) and presents performance against the Prudential Indicators (pages 487 to 494 attached).

11. Medium Term Financial Strategy

Report E/17/25 presents the an update to the Medium Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council later this month (pages 496 to 536 attached).

**Janet Waggott
Chief Executive**

Dates of next meetings
Tuesday 19 September 2017 (Extraordinary Meeting)
Thursday 12 October 2017
Thursday 2 November 2017
Thursday 7 December 2017

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

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Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	Thursday 3 August 2017
Time:	4pm
Present:	Councillors M Crane (Chair), C Lunn, J Mackman and C Metcalfe.
Officers present:	Janet Waggott – Chief Executive, 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, June Rothwell – Head of Operational Services, Sarah Thompson – Housing and Environmental Health Service Manager (for minute items 18, 20 and 21), James Cokeham – Head of Strategic Planning, Policy and Economic Development (for minute items 22 onwards), Alex Dochery – Economic Development Officer (for minute item 22), Chris Kwasniewski – Housing Development Consultant (for minute item 23, Richard Wood – Planning Consultant (for minute item 24), Richard Welch – Principal Planning Policy Officer (for minute item 25) and Palbinder Mann - Democratic Services Manager.
Also present:	Councillors K Arthur, M Jordan and R Packham,
Public:	4
Press:	1

NOTE: Only minute numbers 18 to 24 are subject to call-in arrangements. The deadline for call-in is 5pm on Thursday 17 August 2017. Decisions not called in may be implemented from Friday 18 August 2017.

15. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Musgrave.

16. MINUTES

The Executive considered the minutes of the meeting held on 1 June 2017.

RESOLVED:

To approve the minutes of the meeting held on 1 June 2017 for signing by the Chair.

17. DISCLOSURES OF INTEREST

There were no disclosures of interest.

18. AIR QUALITY ACTION PLAN

Councillor Crane, Leader of the Council in the absence of Councillor Musgrave, Executive Lead Member for Housing, Leisure, Health and Culture presented the report which asked the Executive to consider the draft report and Air Quality Action Plan for public consultation.

The Executive were supportive of the report and action plan however noted that problems which were outside the scope of the report such as those caused to air quality by petrol and diesel cars would be difficult to solve.

RESOLVED:

To approve the draft report and action plan for public consultation.

REASON FOR THE DECISION

Selby District Council made an Air Quality Management Area Order on 29th February 2016. The Order places duties on the local authority, in this case Selby District Council, under Section 84 of the Environment Act 1995 to prepare a report on the air quality in the area and a written Air Quality Action Plan (AQAP).

19. PROVISION OF NEW ROUNDABOUT, BAWTRY ROAD, SELBY

Councillor Crane, Leader of the Council, presented the report which provided an update for the Executive on the provision and funding for a new roundabout at the junction of Selby Business Park and Bawtry Road and sought the approval of funding towards the development.

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The Leader of the Council explained that there were issues with traffic in the area around Selby Business Park and this development would assist in resolving a number of the current problems and support key developments to come forward.

With regard to the finance, it was explained that the development would be funded by the Programme for Growth, the landowner, section 106 receipts and Community Infrastructure Levy (CIL) receipts and that the contingency funding would only be used in exceptional circumstances.

RESOLVED:

- i) **To support the proposed roundabout solution on Bawtry Road (as shown on the attached plan) in principle subject to final cost estimates, and the landowners contribution and the necessary planning consents.**
- ii) **To apply the CIL receipts arising from the proposed retail development be applied to the construction of the proposed roundabout in accordance with s216 of the Planning Act 2008.**
- iii) **To earmark a contingency sum of £150k in the Programme for Growth should it be required for exceptional items (eg works to the water main).**

REASON FOR THE DECISION

To support employment growth.

20. ENERGY EFFICIENCY AND FUEL POVERTY – ECO FLEXIBLE FUNDING

Councillor Crane, Leader of the Council in the absence of Councillor Musgrave, Executive Lead Member for Housing, Leisure, Health and Culture presented the report that provided information about how the Council could access the flexible eligibility element of the Energy Company Obligation (ECO) funding through publication of a statement of intent.

The Executive were informed that the report was about how the council could use the funding available and that no financial commitment was required from the council in making the decision.

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RESOLVED:

- i) **To note that the Energy Company Obligation transition period (ECO2t) allows Local Authorities to set criteria for fuel poor households, and households which are vulnerable to cold, to qualify for funding towards the cost of certain energy efficiency improvements to their homes;**
- ii) **To approve the Statement of Intent given at Appendix A setting out the flexible eligibility criteria for Selby district;**
- iii) **To delegate authority to make minor adjustments to the Statement of Intent to the Head of Operational Services in consultation with the Executive Lead Member for Housing, Leisure, Health and Culture, in order to facilitate responses to revised priorities and/or funding opportunities.**

REASON FOR THE DECISION

In order to optimise the opportunity for private sector households in Selby district to access the national ECO funding scheme, the Council must publish a Statement of Intent for the flexible eligibility element of the funding. Without this residents will be eligible only under the national criteria without any reference to local needs or priorities.

21. ENERGY EFFICIENCY AND FUEL POVERTY – ENERGY REPAYMENT LOANS

Councillor Crane, Leader of the Council in the absence of Councillor Musgrave, Executive Lead Member for Housing, Leisure, Health and Culture presented the report that asked the Executive to consider amending the appropriate positions to allow Sheffield City Council to administer Energy Repayment Loans in Selby district.

The Executive were supportive of the proposals outlined in the report.

RESOLVED:

- i) **That the Council's Private Sector Housing Policy is amended to include offering Energy Repayment Loans via the Yorkshire and Humber Homes and Loans Service.**

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- ii) **That under the provisions of the Local Government Act 2000 and Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012, the executive function of administering Energy Repayment Loans and Home Appreciation Loans, including deciding whether to award the loan and making the loan payments, as approved under Selby District Council's Private Sector Housing Policy in accordance with the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, be discharged on Selby District Council's behalf by the Executive of Sheffield City Council.**

REASON FOR THE DECISION

To enable Selby District Council to offer Energy Repayment Loans in Selby district as part of our work to support vulnerable households and to tackle excess cold and fuel poverty.

22. THE ADOPTION OF A SELBY DISTRICT ECONOMIC DEVELOPMENT STRATEGY

Councillor Metcalfe, Executive Lead Member for Communities and Economic Development presented the report that asked the Executive to approve the adoption of the Selby District Economic Development Strategy and the accompanying action plan.

The Executive felt that the title of the document should not include the word strategy to avoid confusion with other documents and felt that framework was a more suitable title.

Concern was raised at the number of tasks outlined in the action plan and it was felt it would be difficult to achieve these in the five years outlined. Further concern was raised that there was no financial information listed in the action plan to clarify what each of the actions would cost and how the council would achieve a return on its investment.

The Chief Executive explained that it was not a statutory plan for planning purposes. It was also explained that there had been extensive consultation with the business community when creating the document and that the responses had been very positive.

The Director of Economic Regeneration and Place explained that the Council had an ambitious plan with regard to economic development and this was demonstrated with the attached

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deliverable action plan. The Executive was informed that the action plan reflected the discussion held with businesses and there was an expectation that the action plan would be delivered. With regard to resources, the Director of Economic Regeneration and Place explained that a new Economic Development and Regeneration team had been created at the Council to delivery this economic strategy and that the Council would also be investing its own money into the action plan through the Programme for Growth. He added that it was important to work with key partners to deliver the plan.

The Executive Lead Member for Communities and Economic Development stated that the district had a number of key strengths such as its geographical location, being well served by the motorway network and a growing educational workforce. He added that there had also been engagement with principal partners such as both Local Enterprise Partnerships and North Yorkshire County Council who were very supportive of the strategy.

The Executive stated that the Economic Development Framework would be noted and that the action plan should be reviewed on a regular basis. It was also felt that tasks listed in the action plan should be prioritised and that there should be financial information included next to the actions.

RESOLVED:

That the ‘Selby District Economic Development Framework 2017-2022 and beyond’ be noted and the action plan be costed and brought back to a future Executive.

REASON FOR THE DECISION

To introduce a new framework for the delivery of economic development within Selby District, working in partnership with key stakeholders.

23. PROPOSED DEVELOPMENT OF 13 FAMILY HOMES AT BYRAM PARK ROAD BY SELBY DISTRICT COUNCIL

Councillor Crane, Leader of the Council in the absence of Councillor Musgrave, Executive Lead Member for Housing, Leisure, Health and Culture presented the report that outlined details of a proposed development of 13 family homes at Byram Park Road.

The Executive were supportive of the proposals and it was clarified that the decision being made was not including the potential grant from the Homes and Communities Agency (HCA). The Executive

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Lead Member for Finance and Resources explained that if the bid for the grant to the HCA was successful then there would be no funding required from section 106 money.

The Executive were supportive of including the name of former Ward Councillor Jack Crawford in any part of the estate as he had devoted a considerable of time to the estate.

RESOLVED:

- i) **To approve the detailed Business Case and Financial Appraisal for the proposed Byram Park Road scheme.**
- ii) **To authorise the Director of Corporate Services and Commissioning in consultation with the Chief Financial Officer to award the contract for the development to the Strategic Team Group based on a total scheme cost of £1,612,000**

REASON FOR THE DECISION

To facilitate the construction of 13 family homes on the site shown on the plan attached in Appendix 1 of this report at Byram Park Road, Byram.

24. CAR PARK STRATEGY AND TARIFF REVIEW

Councillor Metcalfe, Executive Lead Member for Communities and Economic Development presented the report that outlined the Car Park Strategy and a range of options for potential car park tariffs.

The Executive Lead Member for Communities and Economic Development explained that the work in reviewing the tariffs had included considerable analysis. It was explained that from the analysis, it was felt that no charging should be introduced to car parks in Sherburn. The Executive were informed that two surveys had been undertaken for the car park in Tadcaster.

The Head of Strategic Planning, Policy and Economic Development explained that the Car Park Strategy was aligned with the Council's Corporate Plan and Economic Development Strategy and drew the Executive's attention to the six priorities which underpinned the objective of the strategy.

In considering the five options available concerning preferred tariffs, the Executive preferred option two which would allow a free hour of parking at car parks in Selby and Tadcaster.

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The Executive were informed that the Council had already made a commitment to invest £900k in car parks across the district.

With regard to implementation, the Executive were informed that following a decision, there would need to be traffic regulation orders imposed which would take around three months. Following this, it was explained that there would be a trial period of three months to analyse how the changes affected the car parks

RESOLVED:

- i) To note the changes to and endorse the draft Car Parking Strategy, particularly the objective and six key priorities, prior to discussion at Full Council to inform the final consideration of the strategy at the Executive.**
- ii) To select option two as the preferred tariff option prior to discussion at Full Council to inform the final consideration of the strategy at the Executive.**
- iii) To approve officers declaring Portholme Road car park in Selby surplus to operational requirements, therefore making it available for disposal and development.**
- iv) To note and endorse the schedule of improvements set out in paragraph 4.6 in accordance with previous budgetary approval of the capital programme.**

REASON FOR THE DECISION

- 1) To achieve the objective to use the Council's car parks as a platform to boost the local economies of the district by improving the customer experience, whilst supporting the Council's efficiency.*
- 2) To ensure that car park tariffs enable the Council to cover the cost of car park provision.*
- 3) To enable the Council to influence customer behaviour, attracting more users to under used car parks and town centre footfall.*
- 4) To achieve the Council's corporate priority of delivering great value.*

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5) *To declare Portholme Road surplus to operational requirements in order to contribute to achieving strategic objectives.*

6) *To facilitate a programme of improvements to the car parks.*

25. LOCAL DEVELOPMENT SCHEME

Councillor Mackman, Executive Lead Member for Place Shaping presented the report that outlined the Local Development Scheme (LDS) which set out a timetable for the preparation of a Local Plan and its relevant documents.

The Executive Lead Member for Place Shaping explained that it was legal requirement to produce an LDS and keep it up to date. It was stated this was the sixth LDS and would be for 2017 to 2020. The Executive were informed that the LDS would be monitored on a regular basis.

RESOLVED:

To recommend the updated Local Development Scheme to Council for approval (to resolve to bring into effect).

REASON FOR THE DECISION

It is important that there is clarity about what work is being undertaken to progress the Local Plan for Selby District and what documents will be produced. Local Plan documents have key implications for places across the District and for communities, businesses and organisation across and beyond the district. There is a legal requirement to produce a Local Development Scheme, which must be made publicly available and kept up-to-date. Following consideration by the Executive, the Local Development Scheme will be considered by Council so that the scheme can be brought into effect.

26. FIVE YEAR HOUSING LAND SUPPLY REPORT (2017-2022)

Councillor Mackman, Executive Lead Member for Place Shaping presented the report which outlined an overall update to the Council's most recent statement on a five year housing land supply, base dated to 31 March 2017.

The Executive Lead Member for Place Shaping explained that the report outlined that the Council had a housing land supply figure of 5.4 years. It was explained that deliverability was a key component of obtaining the figure.

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In response to a query concerning the robustness of the figure, the Principal Planning Policy Officer explained that he felt the figure had been calculated as robustly as possible, and that this year's report had a stronger focus on determining the deliverability of sites, particularly those which were conceded in the appeal which was lost at Hodgsons Gate. It was also explained that a Viability Consultant had also contributed to the report by determining the financial viability of a selection of stalled sites.

RESOLVED:

- i) **To note the main content of the report and appendices, including the implications of the five-year housing land supply.**

- ii) **To note the updated Five Year Housing Land Supply Methodology and resultant housing land supply figure as set out in the Statement.**

REASON FOR THE DECISION

To note the publication of the latest position on the five-year housing land supply (5YHLS).

The meeting closed at 5.31pm

Selby District Council

REPORT

Reference: E/17/18

Item 4 - Public



To:	Executive
Date:	7 September 2017
Status:	Non key Decision
Report Published:	30 August 2017
Author:	Helen Gregory, Interim Planning Policy Manager
Executive Member:	Cllr John Mackman, Executive Lead Member for Place Shaping
Lead Officer:	Dave Caulfield, Director of Economic Regeneration & Place

Title: Pool of Sites Public Consultation

Summary:

The draft sixth Local Development Scheme (LDS) sets out the timetable from 2017 to 2020 for the preparation of the Local Plan and its relevant documents. The LDS was considered by the Executive on 3 August and will be presented to Council on 19 September to put into effect. It proposes that the Site Allocations Local Plan is completed prior to the Development Management Policies Local Plan.

This report outlines the proposals for the next step in the preparation of the Site Allocations Local Plan – the Pool of Sites Consultation planned for October-November. It includes the Draft document for approval and outlines the consultation arrangements.

The consultation includes all possible sites that could be included in the Site Allocations Local Plan and shares current thinking about what the information is telling us about the sites and asks for views on them.

The key message is that no decisions have been made yet about the site allocations – this is a key opportunity for the public and other stakeholders and service providers to influence the decisions that will need to be made next year when the preferred sites are chosen to be in the draft plan to be published for formal consultation.

Recommendations:

- i. **The Executive recommends to Council that the Pool of Sites document (including the Appendices 1 and 2) at Annex A of this report is approved for consultation purposes.**
- ii. **Delegate to officers the arrangements for the consultation to take place for 8 weeks between 2 October 2017 and 27 November 2017.**
- iii. **Delegate to Officers to make any minor amendments required to the documentation for typographical, grammatical, and factual or Plain English purposes prior to Council and/or for the purposes of publishing for consultation.**
- iv. **Invite Policy Review to provide input to prior to the next stage of consultation as part of the plan preparation process.**

Reasons for recommendation

The Executive is asked to agree the recommendations to enable the Local Plan to be progressed to promote growth to meet the housing needs and economic aspirations for the District.

1. Introduction and background

- 1.1 The overall planning strategy for Selby is already in place through the 'Core Strategy' adopted in October 2013. This provides an overall vision and the strategic policies that broadly direct how much development should take place and where it should be located across the District. We are now looking to add further detail to this approach by identifying and allocating specific sites for future development. This will address the particular issue of exactly where development takes place over the plan period 2011-2027.
- 1.2 The government places great importance on making sure every part of the country has an up-to-date, sufficiently ambitious plan. Progressing a Site Allocations Local Plan for Selby District will help support the proper planning of the District and deliver the growth ambitions of the adopted Core Strategy.
- 1.3 The draft sixth Local Development Scheme (LDS) sets out the timetable from 2017 to 2020 for the preparation of the Local Plan and its relevant documents. The LDS was considered by the Executive on 3 August and will be presented to Council on 19 September to put into effect. It proposes that the Site Allocations Local Plan is completed prior to the Development Management Policies Local Plan.
- 1.4 This report outlines the proposals for the next step in the preparation of the Site Allocations Local Plan. This Pool of Sites Consultation is planned for October-November and includes the Draft document for approval and outlines the consultation arrangements.

2. The Report

- 2.1 The Site Allocations Local Plan will ultimately identify enough land for the homes and jobs and other development needs over the next 10 years. The Council consulted on an emerging approach back in 2014 and again in 2015

and now this Pool of Sites document forms the next part of the plan preparation process. It will ask for views on a wide range of sites, to ensure everyone has an opportunity to be involved in developing the detailed approach and helping decide exactly which sites we will need to allocate at the next stage.

- 2.2 This consultation is not a draft plan - the full Draft Site Allocations Local Plan will be published next year for consultation.
- 2.4 The purpose of this consultation is to:
- share with the public and all stakeholders where we're up to with the work we've been doing;
 - seek views on possible development sites and the method we've used to narrow down sites to those we think could be suitable for development;
 - give a final opportunity to put forward new sites; and
 - seek opinions on the emerging allocation approach and how we need to tackle some key issues in the emerging Site Allocations Local Plan.
- 2.5 All the sites presented within the Pool of Sites document are for consultation purposes only. None are being given any status at this stage. Inclusion of a site in the "Pool of Sites" is not a material consideration for development management decisions. The Council has not made any decisions yet on any site allocations. This will come later at the Publication draft plan stage next year. The responses - alongside ongoing technical work - will inform those final decisions.

The Proposed Consultation

- 2.6 The consultation is proposed to take place over an 8-week period between 2 October 2017 and 27 November 2017.
- 2.7 There are three parts to the Pool of Sites consultation:
- This *Commentary Document* - explaining the background and reasons for the consultation and setting out key consultation questions and issues.
 - *Tables and Maps* – included as Appendices - identifying all the possible sites on a settlement by settlement basis.
 - Supporting *Technical Reports* - forming the emerging evidence base which has helped shape this document and will help inform decisions going forward
- 2.8 There will also be a *Frequently Asked Questions* document and a *Summary Leaflet* which provide further information.
- 2.9 Publicity will be through a variety of media including via the 'Citizenlink' newspaper which will have a planning feature and be delivered to all households later in September. All consultees will be informed of the consultation in good time and directed to the website. All the documents will be available online and printed copies available to view at libraries and council offices throughout the 8 weeks period. A wide range of manned exhibitions

across the District, Parish Council briefings, Community Engagement Forums, a stakeholder forum and advice surgeries are planned.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 As with the Core Strategy an independent Inspector will examine the Plan against the legal compliance (including the Duty to Cooperate) and the other tests of soundness. The plan must be positively prepared and as such the public participation and other on-going engagement is essential part of the process.

Financial Issues

- 3.2 The existing Local Plan budget is sufficient to deliver this year's work programme. £50k per annum is set aside in an earmarked reserve to cover the costs of the Local Plan and after current budgeted commitments of £222k in 2017/18, a balance of £329k remains available. Budget planning work is underway to consider future resource requirements through the Medium Term financial planning process but the current reserve level is considered to be sufficient to meet our needs.

Impact Assessment

- 3.3 An impact screening assessment for the consultation exercise has been completed. The consultation is being undertaken in line with the Statement of Community Involvement and seeks to reach a wide audience and uses a variety of methods. Further impact assessments of the plan as it emerges will be undertaken.

4. Conclusion

- 4.1 The Pool of Sites Consultation is the next step towards preparing a Site Allocations Local Plan document. It is not a draft Site Allocations Local Plan document at this stage. It seeks views on the full range of possible sites and provides a final opportunity to put forward new sites. It is also a chance to get opinions on the emerging allocation approach and how some key issues could be tackled in the Site Allocations Local Plan which we will consult on next year.

5. Background Documents

None

Contact Officer:

Helen Gregory
Interim Planning Policy Manager
Selby District Council
hgregory@selby.gov.uk

Annexes:

Annex A Pool of Sites Consultation document with Appendices 1 and 2

Equality, Diversity, and Community Impact Screening



As a public authority we should ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

This form should be read in conjunction with the Equality Diversity and Community Impact Assessment Toolkit

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment

Project Name/Service Area: <i>Site Allocation Local Plan: Initial consultation</i>	
Lead person: <i>David Greenfield</i>	Contact number: <i>42098</i>

1. Title: <i>Site Allocation Local Plan: Initial consultation</i>	
Is this	
<input type="checkbox"/>	A Strategy or Policy
<input type="checkbox"/>	A change to a service or function
<input checked="" type="checkbox"/>	Other (specify): <i>Consultation</i>

2. Please provide a brief description of what you are screening
<i>Proposal to carry out an initial consultation for the Site Allocation Local Plan which is due to be adopted in 2019. The exercise will put forward a “pool” of possible sites for development for housing, employment and town centre uses. The consultation period will run from “2nd October to 27th November 2017</i>
<i>The intention is to make as many people as possible aware of the consultation and to allow them to participate as easily as possible.</i>

3. Relevance to equality, diversity, and community impact
All the council’s strategies/policies, services/functions affect service users and the wider community – district wide or more local. The effects may have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant EDCI is to your proposals.

When considering these questions think about the protected characteristics : age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex, sexual orientation, and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background, caring responsibilities and education or skills levels).

Questions	Yes	No
Does the proposal have (or could it have) a different impact for people with protected equality characteristics?	✓	
Have there been or is there likely to be any public concern about the policy or proposal?	✓	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		✓
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	✓	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity and community impact within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity and community impact within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity and community impact

If you can demonstrate you have considered how your proposals impact on equality, diversity and community impact you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity and community impact?**

(**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

1. *We will use a range of means to contact people and make people them of the consultation.*
 - *An article in Citizen Link delivered to every home in the District before the consultation,*
 - *Briefing of Councillors and Parish Councils,*
 - *Press releases and use of the Council's Facebook and Twitter feeds.*

- *Everyone on the Planning Policy Team's extensive consultation database will be contacted and informed of the consultation event*

2. *We are trying to be as accessible as possible:*

- *Full details plus supporting documents will be placed on the council's website.*
- *Plans showing location of sites and information about the sites will be placed at libraries in the District, at Access Selby and at the Civic Centre (all of which have disabled access).*
- *Staffed exhibitions will be held at Selby, Tadcaster, Sherburn and Drax.*
- *Officers will also make presentations to Community Engagement Forum and Boards in the consultation period.*
- *There will be a regular surgery at Access Selby.*

Key findings (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- *There may be a perception that those living outside the main settlements and without access to a car or internet will have difficulty in participating in the consultation.*
- *The consultation is likely to foster discussion and contact within communities about the future development of their area*

Actions

(**think about** how you will promote positive impact and remove/ reduce negative impact)

The exercise is about being as open as possible and offering a choice in the sites for development within the constraints imposed by national and local planning policies.

- *Officers will be accessible through email, phone, letter and 1 to 1 meetings if necessary. Staff will attend 7 exhibitions across the District plus Community Engagement Forums and a weekly surgery at Access Selby.*
- *We will engage with all parish councils and ward councillors and ask them to raise awareness of the consultation.*
- *Exhibitions will be held at locations that are readily accessible to public transport (as are the venues where plans are placed on deposit).*
- *We are making it clear that development proposals will be concentrated around the larger settlements primarily Selby and Tadcaster.*
- *All of the venues have disabled access.*

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:

Date to complete your impact assessment

Lead person for your impact assessment

(Include name and job title)		
6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
<i>Helen Gregory</i>	Interim Planning Policy Manager	42091
7. Publishing		
<p>This Equality, Diversity, and community impact screening will act as evidence that due regard to equality and diversity has been given.</p> <p>If this impact assessment relates to a Key Delegated Decision or Executive or full Council or a Decision a copy should be emailed to Democratic Services and will be published along with the relevant report.</p> <p>A copy of all other Equality and Diversity and community impact assessments should be kept on the project file (but need not be published).</p>		
Date screening completed		



Site Allocations Local Plan

Pool of Sites Consultation

2 October to 27 November 2017



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Foreword

The Selby District is at the very heart of Yorkshire and ideally placed to see significant business and housing growth over the coming years. We want to build on the things that make this District an attractive place to invest and a great place to live. It's important that in our long-term planning framework we protect and enhance these qualities including our strategic road and rail connections, the affordability and availability of new business space and, most importantly, our quality of life. Planning plays a vital role in managing these important aspects of what makes our District a great place with a bright future.

In developing our long-term plans we've been careful to consider different options and to ask for people's opinions along the way. This is a long process, but by investing time and effort in this development stage we can ensure that the outcomes really do meet the needs of our area both now and into the future.

This document is the next stage of our work on the Local Plan. It considers what's gone before and takes us further along our journey. We want a long-term plan up until 2027 that supports people living and working in our area. We've already considered how much new development is needed; now we need to consider exactly where this development will take place. Giving this level of certainty helps us deliver the new infrastructure needed, helps us plan properly for other services such as health and education, and gives developers some certainty over the type of development we're looking for in our area.

It's really important that you're part of this process too. We want to involve people who live and work in this area in the long-term decisions about their communities. Planning is, after all, about people and people are at the heart of our community. We want a long-term framework that supports growth and development that ensures we can continue to make the Selby District a great place to do business and a great place to enjoy life.

Councillor John Mackman

Place Shaping Portfolio Holder

PHOTO, SIGNATURE and DATE

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USER GUIDE

Consultation documents

There are three parts to the Pool of Sites consultation:

- This *Commentary Document* - explaining the background and reasons for the consultation and setting out key consultation questions and issues
- *Tables and Maps* – included as Appendices - identifying all the possible sites on a settlement by settlement basis
- Supporting *Technical Reports* - forming the emerging evidence base which has helped shape this document and will help inform decisions going forward

There is a *Frequently Asked Questions* document and a *Summary Leaflet* which provide further information.

Using this commentary document

There is a **Summary** at the front of this commentary document – this explains what the consultation is about, sets out how to respond and highlights events that are being held. A **Glossary** is included at the back which explains the planning terms we use.

Throughout this commentary document you will see **different coloured boxes**, the purposes of these is explained below:

What you told us:

These yellow boxes are a summary of the consultation responses, for the relevant topic, that the council received from the 2014 Initial Consultation and the 2015 Focussed Engagement (explained in more detail below). These responses have been taken into account and have helped shape the contents of this document.

In summary:

These green boxes are a summary, usually consisting of a few bullet points, of the main issues and useful points to consider from each of the sections in the document.

Questions:

The blue boxes contain questions where we need the advice of consultees in order to progress the document further. A question is usually asked where an approach has been taken and we need your views on the suitability of that approach, or where we need help coming up with an approach to tackle an issue.

Each question has its own unique number. Please refer to the specific question number in your responses

SUMMARY

What's happening?

The Council is preparing a Site Allocations Local Plan to ensure we identify enough land for the homes and jobs and other development needs over the next 10 years.

This document forms part of the process and asks for views on a wide range of sites, to ensure everyone has an opportunity to be involved in developing the detailed approach and helping decide exactly which sites we will need to allocate at the next stage.

This consultation is not a draft plan - the full Draft Site Allocations Local Plan will be published next year for consultation.

What's the purpose of this stage?

We consulted on an emerging approach back in 2014 and again in 2015. We now want to:

- share with you where we're up to with the work we've been doing since then
- seek your views on possible development sites and the method we've used to narrow down sites to those we think could be suitable for development
- give a final opportunity to put forward new sites; and
- seek your opinions on the emerging allocation approach and how we need to tackle some key issues in the Site Allocations Local Plan which we will consult on next year.

What period does the consultation run for?

The consultation starts on 2 October 2017 and ends on 27 November 2017.

Please ensure that your **written comments are received by us: by noon on 27 November 2017.**

How will responses be used?

All comments must be made in writing (printed copies or email or via the online survey) if they are to be considered. Your comments will be acknowledged either via email or in writing.

Your responses - alongside ongoing technical work - will inform final decisions to be taken next year on what site allocations are included in a Site Allocations Local Plan document for publication in Summer 2018.

Will responses be kept confidential?

No. Your comments and some of your personal details such as addresses and email contacts will be made publically available on our web site and cannot be treated as confidential. Where practical, personal identifiers may be redacted and you can ask us to

change or in some cases remove these details, but Selby District Council cannot guarantee that all of your details will be removed before they are published.

How do you respond to this Consultation?

Please read through this document and please note this is a consultation, no decisions have yet been made on specific site allocations:

- If you wish to make comments, you should use the response form provided. The questions in the document may help you frame your response.
- Please provide your name and address and an email contact so that we can contact you about further stages of the preparation process.
- If you are proposing an alternative or new site, you must set out the reasons why it should be brought forward, taking account of the criteria set out in the site selection methodology (see section 3). A map showing the location and extent of the site is required too.

Please send your response to us in one of the following ways:

- Online using the interactive response form at [ADD HYPERLINK](#)
- Complete and email the response form: localplan@selby.gov.uk
- By post: Planning Policy Team, Selby District Council, Civic Centre, Doncaster Road, Selby, YO8 9FT.

You must submit your comments in writing before noon on 27 November 2017. We cannot guarantee that comments received after this deadline will be considered.

How do I find out further information?

Information about the events and all the consultation documents are on our webpage at www.selby.gov.uk/PLANSelby

If you require any further information about this consultation, please do not hesitate to:

Email us at: localplan@selby.gov.uk

Ring us on: 01757 292034

Following your response, we will add your contact details to our database so that we can keep you informed of progress.

Where can I see the documents?

This document and relevant supporting information may be inspected at the following locations:

- On-line (www.selby.gov.uk/planselby).
- In person at our customer contact centre (Access Selby, Market Lane, Selby, YO8 4JS) and at the Civic Centre Reception desk (Doncaster Road, Selby, YO8 9FT) , during normal office hours – see website for details
- At libraries during normal office hours - see website for details [ADD HYPERLINK](#)

Can I get a printed copy?

- You can download and print copies from the website at [ADD HYPERLINK](#)

Are any events being held?

We will be holding a programme of events throughout the District during the consultation period where you can speak to us in person about the document. Further details on the times and venues are set out below:

Staffed Exhibitions	
10 October	Selby Town Hall 2-7pm
19 October	Riley Smith Hall Tadcaster 2-7pm
23 October	Riley Smith Hall Tadcaster 2-7 pm
25 October	Selby Town Hall 2-7pm
31 October	Lady Popplewell Hall Sherburn 2-7pm
8 November	Sherburn White Rose FC 2-7pm
14 November	Drax Social Club 2-7 pm

Advice Surgeries

You can also speak to officers by appointment at regular surgeries – every Wednesday 10-4 during the 8 weeks consultation period at 'Access Selby' - the Council's customer contact centre in the Market Cross Shopping Centre in the centre of Selby town.

See website for further details [ADD HYPERLINK](#)

Please ring or email the Planning Policy Team to book a date and time.

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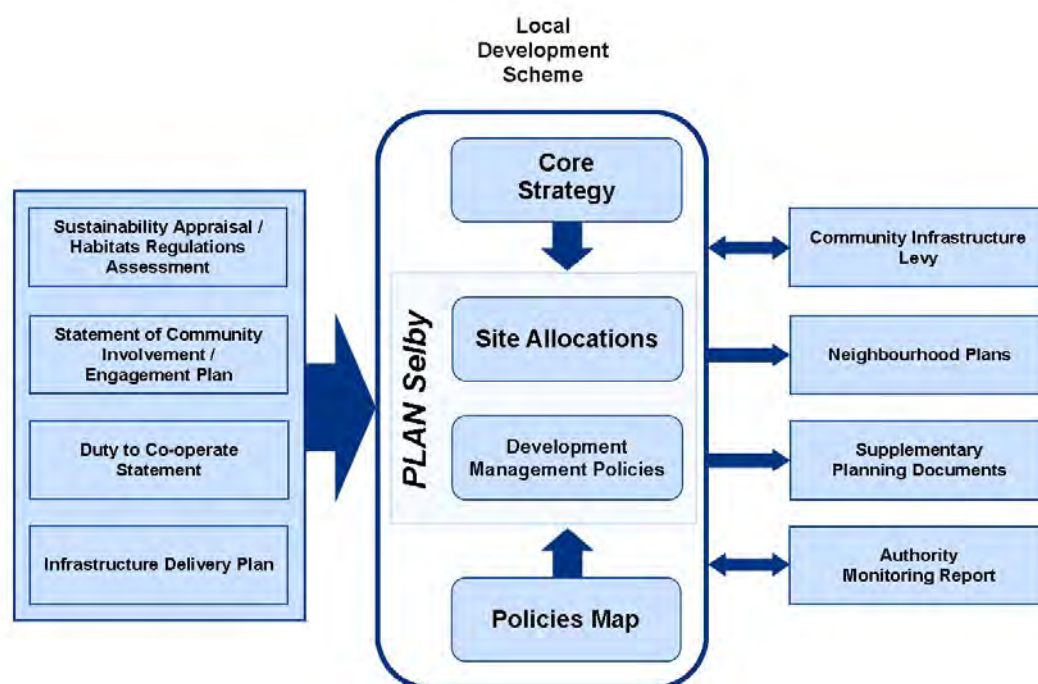
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- Table 2 – Deliverable Housing Supply in the District at 31.03.2017
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1. Introduction

Purpose of this Consultation

- 1.1 The overall **planning strategy** for Selby is already in place through the ‘**Core Strategy**’ adopted in October 2013. This provides an overall vision and the strategic policies that broadly direct how much development should take place and where it should be located across the District. We are now looking to add further detail to this approach by identifying and allocating **specific sites** for future development. This will address the particular issue of exactly **where** development takes place.
- 1.2 With a Core Strategy in place, the Council recognises that there are two further steps in the Local Plan making process – to identify site allocations and to prepare any necessary updated detailed development management policies. The Council had previously intended to deliver a combined site allocations and development management policies Local Plan document. However, in moving forward the Council will progress a Site Allocations Local Plan document first, followed by a Development Management Policies Local Plan. These local plan documents which will deliver the strategic policies in the Core Strategy will together form ‘PLAN Selby’.

Figure 1 – Local Plan Documents



- 1.3 Allocating sites forms a key part of a planned approach to growth, which gives certainty and confidence to local communities, developers, investors and infrastructure providers. It is for this reason that **the Council is now prioritising the preparation of the Site Allocations Local Plan (SALP) document.**
- 1.4 The **Pool of Sites** Consultation is the next step towards preparing a Site Allocations Local Plan document. It is not a draft Site Allocations Local Plan

document at this stage. It focuses only on possible sites. We would like to get your views on the possible sites and give a final opportunity to put forward new sites. We also want to get your opinions on the emerging allocation approach and how we need to tackle some key issues in the Site Allocations Local Plan which we will consult on next year.

- 1.5 This consultation document pulls together and presents all the sites that have been submitted to us and asks for your views on the suitability of sites and on the key emerging principles that could shape the approach. It is an important opportunity to have an early influence on the planning approach for identifying development sites in Selby District.
- 1.6 Since the Council consulted the public, as part of the Initial Consultation stage of the preparation of the Local Plan, on general issues in the Winter of 2014, substantial work has been undertaken. This work has involved ensuring the Council has **an up-to-date evidence base** and the formulation and application of **a Site Assessment Methodology** which has subjected every site to a detailed technical assessment to ensure that sites are available, suitable and can be delivered.
- 1.7 Creating better places requires us to think about and plan for a range of different types of development. This consultation is about **sites for a wide range of uses** including housing, employment, town centre and other uses.

Consultations and the preparation process

- 1.8 There were two rounds of consultation on a previously proposed combined site allocations and policies plan with input from a wide cross-section of local people and organisations.
- Initial Consultation – *‘delivering the vision’* (November 2014 – January 2015).
 - Focused Engagement – (June – August 2015). Consulted on a variety of evidence base reports and methodologies and discussed with community representatives, developers and businesses the options for developing Selby, Sherburn in Elmet and Tadcaster.
- 1.9 More information on the previous consultations can be found on our website at www.selby.gov.uk/localplan. The outcome of those consultations has been taken into account and has helped shape the contents of this consultation document. This Pool of Sites consultation is a further round of consultation on what the final plan might contain.
- 1.10 All relevant comments from the previous rounds and this current round of consultation will inform the Site Allocations Local Plan going forward. Comments previously received, which relate to wider development management issues, will be fed into the preparation of the Development Management Policies Local Plan in due course.
- 1.11 The preparation process for Local Plan is set out by Central Government in the Town and Country Planning (Local Plan) England Regulations 2012 - all the consultation stages so far are covered by regulation 18.
- 1.12 The next stage will be the ‘Publication’ of the Pre-Submission Draft Site Allocations Local Plan. That draft plan will be prepared in 2018 and will be subject to a Sustainability Appraisal. That Publication version will set out the

Council's proposed site allocations and will be subject to a statutory consultation exercise in Summer 2018 before it is submitted to the Secretary of State later in the year. An independent Examination in Public should take place the following year with adoption programmed for the end of 2019.

Figure 2: Summary of Next Steps

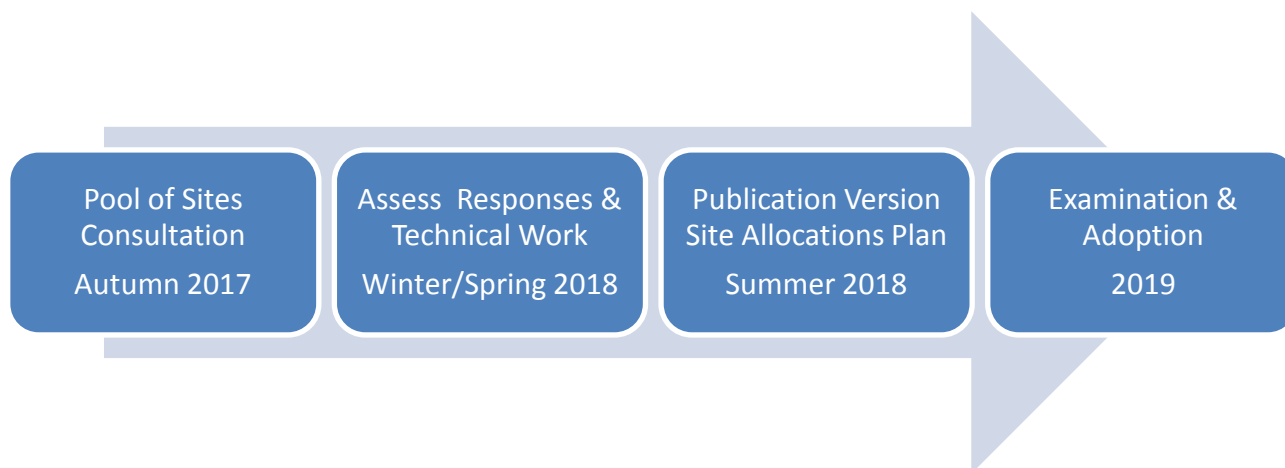


Table 1 - Stages of Plan Preparation

Stage	Regulation	Role	Timescales
Initial Consultation	Regulation 18	Consultation to help identify the scope of the plan and key issues	2014/15
Focussed Engagement	Regulation 18	Further Consultation on emerging evidence base studies, methodologies and Market Town Studies	2015
Pool of Sites Consultation	Regulation 18	Further consultation to obtain views and information on all potential sites, final opportunity to submit further sites and to get input on the approach for the Publication Draft Site Allocations Local Plan	Oct-Nov 2017
Publication	Regulation 19 Regulation 20	This is the formal, statutory stage of consultation on the draft Site Allocations Local Plan. We will publish what we consider should be the final version of the plan. We will decide on the exact Policy wording we want to use in the plan for the site allocations. Local people and stakeholders will be invited to make formal comments on this plan.	Summer 2018

		A map showing the sites (e.g. housing, employment and retail space) will also be published.	
Submission	Regulation 22	<p>We will submit to the government the plan which we consider to be sound and legally compliant along with any written responses we received at the publication stage.</p> <p>The government will then appoint an inspector to examine whether the plan complies with the law and the tests of soundness set out in government guidance and relevant acts and regulations.</p>	Winter 2018
Examination	Regulation 23 Regulation 24	<p>This stage will involve a series of public hearings where the inspector will invite people to appear and give evidence on the matters and issues he or she wishes to examine.</p> <p>Any changes needed to make the plan sound and legally compliant at this stage are known as main modifications and we must formally request the inspector to recommend these modifications. Such modifications are normally advertised and subject to consultation.¹</p>	Summer 2019
Inspector's Report	Regulation 25	The government inspector will provide a report to us (which we must publish) with his/her recommendations on whether the plan is sound and legally compliant and can be adopted or recommend any main modifications necessary before adoption.	Autumn 2019
Adoption	Regulation 26	<p>We will consider the inspector's report and can adopt the plan.</p> <p>At adoption stage, we can make additional modifications which do not</p>	Winter 2019

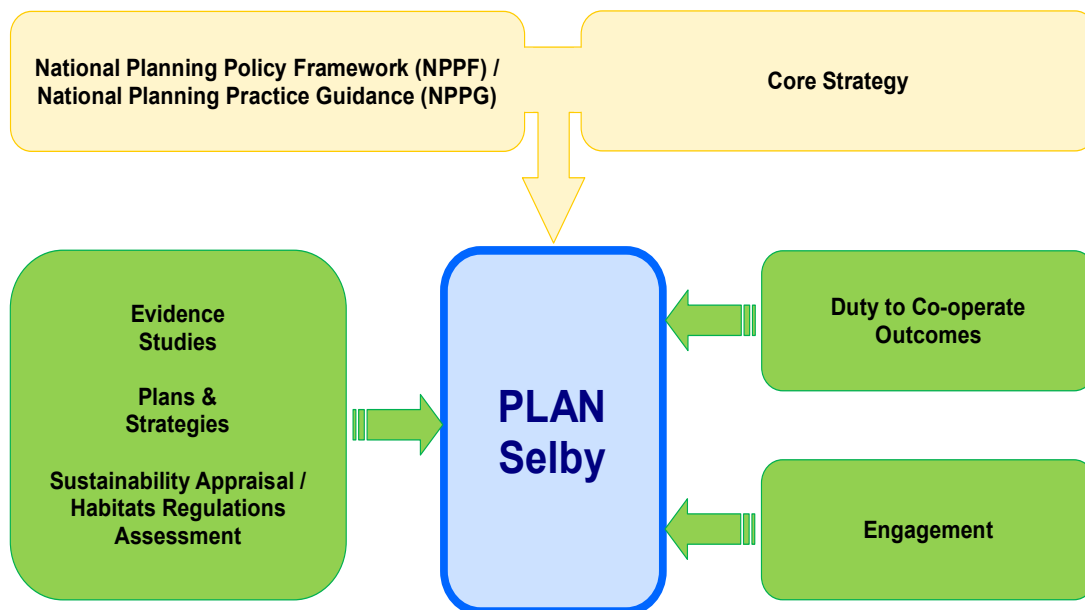
¹ The amended section 20(7) of the 2004 Act indicates that the modifications Inspectors can make must be requested by the local planning authority and are limited to the rectification of issues of legal compliance and/or soundness. The amended section 23(3) differentiates between "main modifications", which have to be recommended by the Inspector, and "additional modifications" which do not materially affect the policies of the plan and which can now be made by the local planning authority on adoption without the need to be examined.

		<p>materially affect the plan policies.</p> <p>The plan will acquire formal legal status as the local plan making up part of the development plan for the District to allow us to give it full weight in making decisions on planning applications (subject to other material considerations).</p>	
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Duty to Cooperate

- 1.13 The Duty to Cooperate was introduced in 2011 by the Localism Act and places a legal duty on local planning authorities to engage constructively, actively and on an ongoing basis with other duty to cooperate bodies to maximise the effectiveness of Local Plan preparation relating to strategic matters. The duty to cooperate applies to strategic issues which have significant impacts affecting two or more local authority areas.
- 1.14 As part of the Duty to Cooperate the Council has already involved and will continue to involve neighbouring planning authorities such as Leeds, York, East Riding of Yorkshire, Doncaster and Wakefield and other key stakeholder organisations including bodies such as Highways England, Clinical Commissioning Groups (CCGs), the Environment Agency, Historic England, Natural England, the Homes and Communities Agency and Network Rail in the preparation of the plan.
- 1.15 In November 2014, the Council published a Draft Duty to Cooperate Statement (http://www.selby.gov.uk/sites/default/files/Documents/FINAL_DTC_Statement.pdf) which sets out the potential strategic cross-boundary issues that have been identified in consultation with neighbouring authorities and prescribed bodies and the actions and/or responses to these as part of preparing the Local Plan (at that time the combined Sites and Policies Plan).
- 1.16 The Council's participation in cross-boundary planning with its Duty to Cooperate partners is an ongoing process. The Pool of Sites consultation provides further opportunity for all partner bodies to provide their views and identify any strategic issues which they consider should be addressed.
- 1.17 It is intended that the Duty to Cooperate Statement will be published again at Publication stage and will ultimately provide a log of actions to provide a full account of the collaborative working that has been undertaken. The Statement will then be submitted to the Secretary of State alongside the Submission draft Site Allocations Local Plan

Figure 3 - Plan Preparation



PLAN Selby comprises both the Site Allocations Local Plan and the Development Management Policies Local Plan

In summary:

- This pool of sites document reflects and builds on previous consultations (in 2014 & 2015)
- This is a consultation on a wide pool of sites and the method for narrowing down the pool of sites
- This consultation does not make any decisions on final sites
- This is not a draft plan
- It is a further informal and open stage of consultation – we want the public to help shape the plan
- Comments and further work will inform the Publication Draft Site Allocations Local Plan next year
- The Site Allocations Local Plan will identify specific sites to meet at least the Core Strategy minimum requirements
- Allocations will be made for housing and employment land, as well as town centre and other uses where needed.
- The Site Allocations Local Plan will cover the same plan period as the Core Strategy, 2011-2027

2. How much Development and Where?

General Context

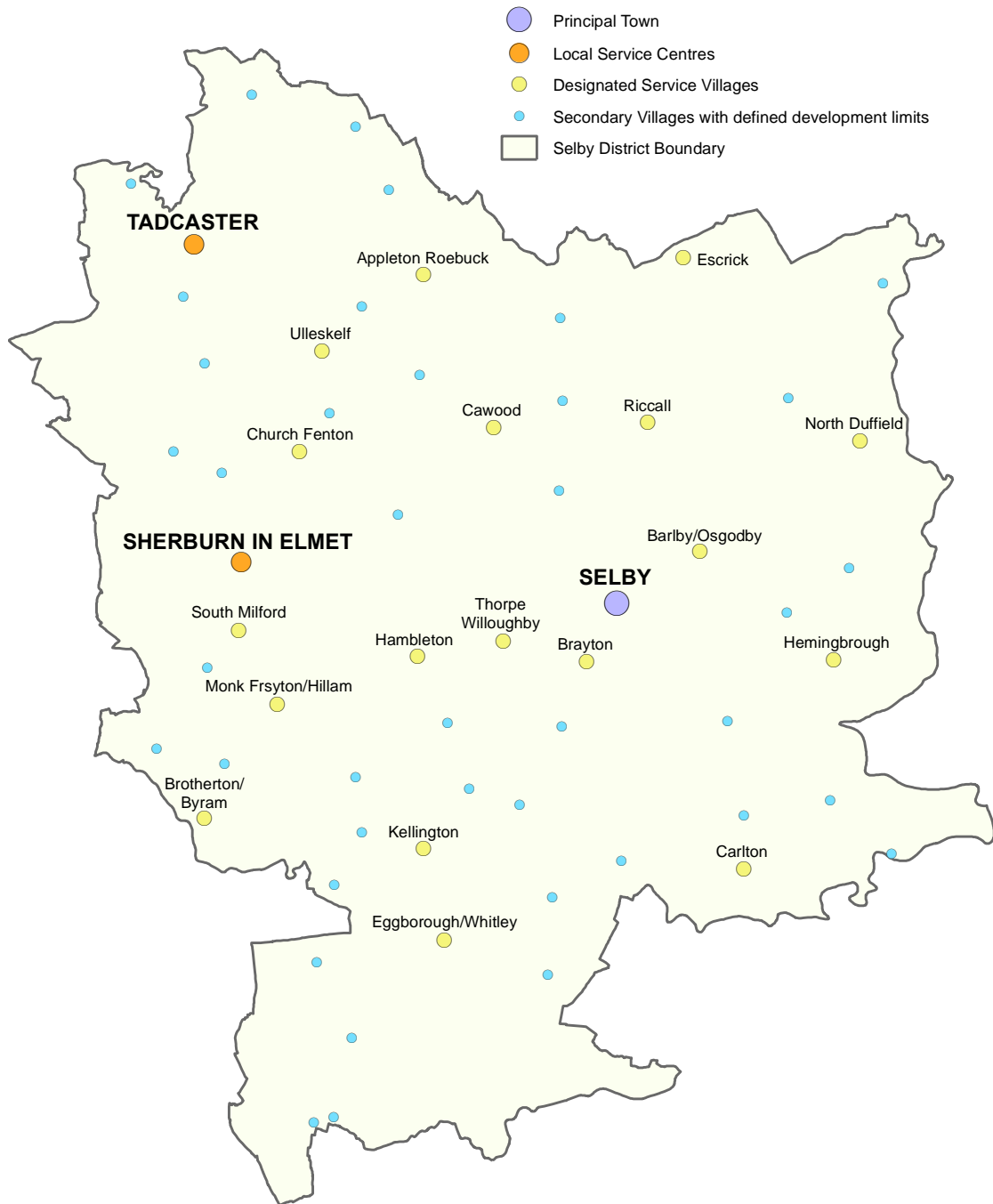
What new development do we need?

- 2.1 An important role for the planning system is to make sure that we provide enough land to meet the future needs of our local communities and businesses to enable homes, jobs and infrastructure to be provided. National planning guidance requires local authorities to plan positively to meet the area's 'objectively assessed needs' for development. For example, ensuring that we have enough new homes in the right places.
- 2.2 The *Core Strategy* Local Plan document for Selby District was finalised in 2013 (based on 2011 figures) and sets out a vision, spatial strategy and broad strategic policies for the District until 2027. The Core Strategy shows how much development is needed - **as a minimum** - to meet the needs of local communities and businesses.
- 2.3 Specific evidence based studies have helped to re-assess our development needs and ensure that the Core Strategy requirements remain appropriate. Key assessments include:
- A Strategic Housing Market Assessment Study [ADD HYPERLINK](#) was completed in 2015 which established that the need for 466 new homes per year in Selby District – a very similar level of requirement to the Core Strategy.
 - An Employment Land Review 2015 [ADD HYPERLINK](#) has identified a range of 14-60 hectares - as an employment land requirement taking into account market factors, constraints on existing sites and other trends.
 - The Retail (GVA) study was published in 2015 [ADD HYPERLINK](#) and sets out the need for a new food-store in Tadcaster (about. 1,000 square metres net) and additional non-food retail/leisure in Selby about. 4,700 square metres gross).
 - The Traveller Needs Assessment (2016) [ADD HYPERLINK](#) concluded that land should be identified and allocated to accommodate sufficient pitches to meet the need for Gypsies and Travellers over the next 5 years, along with identifying a broad location for growth for the remainder of the plan period.
- 2.4 In summary the **scale of development** that we need to plan for between 2011 and 2027 is:
- At least 7200 homes, 450 per year
 - 37-52 hectares of employment land
 - 2,700 sq m gross of non-food retail and leisure floorspace in Selby and a new foodstore in Tadcaster (about 1,000 square metres net)

Where will it go?

- 2.5 As well as providing enough land it's important that development takes place in the right places. The fundamental purpose of the planning system is to help achieve '**sustainable development**' so that the economic, social and environmental gains from development are not pursued in isolation and are mutually supportive of each other. Basically it's about '**place making**' and place shaping' to meet people's needs but balanced with protecting and enhancing the environment.
- 2.6 Pursuing sustainable development in the Site Allocations Local Plan which we will prepare next year involves seeking positive improvements in the quality of the built, natural and historic environment, as well as in people's quality of life, including (but not limited to):
- making it easier for jobs to be created in towns and villages;
 - widening the choice of high quality homes;
 - improving the conditions in which people live, work, travel and take leisure;
 - replacing poor design with better design;
 - moving from a net loss of bio-diversity to achieving net gains for nature; and,
 - ensuring there are the right services and facilities - the necessary infrastructure to support growth including, for example land for education or health provision.
- 2.7 As well as setting out how much development is needed, the 2013 Core Strategy sets out an approach to distributing development across the District. This approach is based on a 'Settlement Hierarchy' through which new development will be focussed in Selby as the Principal Town, with the Local Service Centres of Tadcaster and Sherburn in Elmet having smaller allocations to meet local needs; the remainder of new homes will be provided in the 18 Designated Service Villages (DSVs), which are shown on the map in Figure 4.

Figure 4: Map of the Settlement Hierarchy



2.8 In the settlement hierarchy the Principal Town of Selby is the focus for new housing, employment, retail, commercial, and leisure facilities. The Local Service Centres of Sherburn in Elmet and Tadcaster are designated as locations where further housing, employment, retail, commercial and leisure growth will take place appropriate to the size and role of each settlement. The Designated Service Villages are given some scope for additional residential and small-scale employment growth to support rural sustainability and in the case of Barlby/Osgodby, Brayton and Thorpe Willoughby, to complement growth in the Principle Town of Selby.

The **Designated Service Villages** are:

Appleton Roebuck	Hambleton
Byram/Brotherton*	Hemingbrough
Barby Village/Osgodby*	Kellington
Brayton	Monk Fryston/Hillam*
Carlton	North Duffield
Cawood	Riccall
Church Fenton	South Milford
Eggborough/Whitley*	Thorpe Willoughby
Escrick	Ulleskelf

The **Secondary Villages** are:

Barlow	Hensall
Beal	Hirst Courtney
Barkston Ash	Kelfield
Biggin	Kellingley Colliery
Bilbrough	Kirk Smeaton
Birkin	Little Smeaton
Bolton Percy	Lumby
Burton Salmon	Newland
Burn	Newton Kyme
Camblesforth	Ryther
Chapel Haddlesey	Saxton
Church Fenton Airbase	Skipwith
Cliffe	South Duffield
Colton	Stillingfleet
Cridling Stubbs	Stutton
Drax	Thorganby
Fairburn	Towton
Gateforth	West Haddlesey
Great Heck	Wistow
Healaugh	Womersley

How much development exactly in each of the settlements?

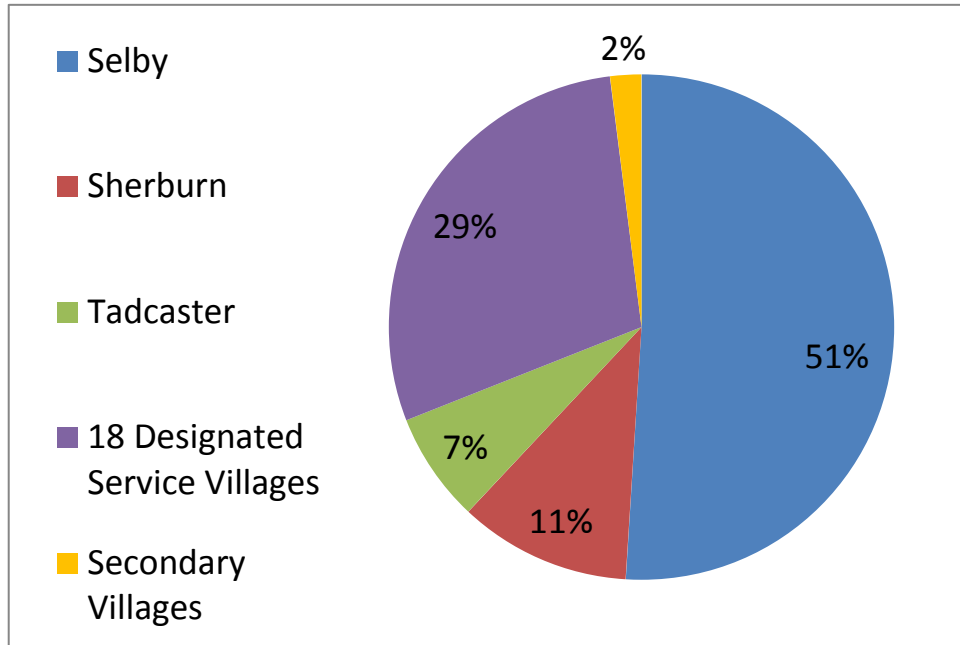
2.9

While the Core Strategy already sets out the minimum amounts of new development required and the general locations, the Site Allocations Local Plan will define exactly which sites should come forward and for what use. This Pool of Sites consultation seeks to test all the sites and gather views on which ones should go forward for further investigation to be in the Publication draft plan next year.

Housing

2.10 The Core Strategy already distributes housing development between the towns and villages as shown in Figure 5.

Figure 5: Core Strategy Distribution of Housing Development



2.11 As set out in Policy SP5 of the Core Strategy, in terms of the minimum numbers of homes, the percentages above equate to:

- 3700 in Selby
- 790 in Sherburn in Elmet
- 500 in Tadcaster
- 2000 in Designated Service Villages
- 170 in Secondary Villages

2.12 Policy SP6 of the Core Strategy commits to maintaining a 5-year supply of deliverable housing land in line with the National Planning Policy Framework. The target against which the supply is measured is based on the Core Strategy minimum requirement of 450 dwellings per annum with an additional buffer of 5% or 20%, depending on whether the local authority has under delivered (in terms of housing completions) in previous years. The five-year housing land supply figure (5YHLS) also takes account of the shortfall of delivery during the first five years and aims to address this deficiency in the next five years. The Council's latest 5YHLS position can be found on the website here [add hyperlink](#).

What you told us:

- The need to update the base date to reflect housing growth since the start of the plan period.

- 2.13 The Site Allocations Local Plan must allocate enough land for housing to meet the **minimum housing targets** in the Core Strategy and to assist in maintaining a 5 year supply of housing throughout the plan period. In order to calculate how much this is, we need to understand the current position at 2017 - that is – what has happened since the 2011 Core Strategy base date?
- 2.14 To calculate this, the number of dwellings that have been completed (already built) across the District, since the April 2011 and the number of dwellings on (deliverable) sites with planning permission are subtracted from the Core Strategy targets.
- 2.15 **Table 2** shows this process step by step² providing a detailed breakdown of existing ‘commitments’ through completions, deliverable permissions and an existing allocation in the District to illustrate the deliverable housing supply.
- Table 3** then shows in broad terms how many new dwellings are still needed on new allocations in the emerging Site Allocations Local Plan to meet the minimum housing targets set in the Core Strategy.

² using data from the 2017-22 Five Year Housing Land Supply (5YHLS) Report [add hyperlink](#)

Table 2: Deliverable Housing Supply in the District at 31.03.2017

	Selby	Tadcaster	Sherburn in Elmet	Designated Service Villages (DSVs)
Homes already built <i>Housing Completions Between 1 April 2011 and 31st March 2017 (Net)</i>	785	23	310	819
Homes with permission already started <i>Projection of Deliverable Implemented Planning Permissions at 31/03/2017 to end of plan period</i>	160	4	297	226
Homes with permission not yet started <i>Projection of 97% of Deliverable Unimplemented Planning Permissions at 31/03/2017 to end of plan period³</i>	1,089	6	464	1,522
Existing allocation - Olympia Park <i>That part of Olympia Park already allocated in the Core Strategy which remains after the rest of the site is taken into account above as it has an existing planning permission</i>	137	-	-	-
Total commitments	2,171	33	1,071	2,567

³ This process is further explained in para 2.18

Table 3: Housing Targets in the District at 31.03.2017

Core Strategy Requirements	Selby	Tadcaster	Sherburn in Elmet	Designated Service Villages (DSVs)
Total commitments	2,171	33	1,071	2,567
Core Strategy requirement	3,700	500	790	2,000
Requirement minus commitments	1529	467	-281	-567
Dwellings needed on new allocations⁴ to 2027	1529	467	0	0

- 2.16 Sites with planning permissions for housing have not been included automatically, but have been assessed for their suitability for development in the same way as sites without planning permission based on the criteria set out in the Site Assessment Methodology⁵ and Sustainability Appraisal. This is in order to determine the suitability, availability and deliverability of these sites for allocation as housing sites in the emerging plan.
- 2.17 Further, in order to robustly calculate the minimum amount of housing that the plan needs to allocate, a 3% non-implementation discount has been applied to permissions that have not yet started on sites. This is the average rate that permissions have been shown to lapse over the course of the plan period so far.
- 2.18 In addition it should be noted that the capacity of the sites to deliver within the plan period has been assessed and informed by the 5YHLS work referred to above. It may be the case that some sites, while deliverable, will not build all their dwellings before 2027. In these cases, the amount of completions predicted to occur after the plan period has been discounted from the planning permission totals seen in Table 2. For example, the Olympia Park strategic development site is already allocated under Policy SP7 of the Core Strategy. It is earmarked to provide 1000 dwellings and currently has planning permission for 863 dwellings as part of a mixed-use scheme. This leaves 137 dwellings to be provided elsewhere on this allocated site and these dwellings are therefore subtracted from the total minimum dwelling target for Selby to be provided as new allocations in the Site Allocations Local Plan (as they are already allocated in the Core Strategy).
- 2.19 The Secondary Villages do not appear in the table because the Core Strategy has already established that they are generally much smaller and less

⁴ Subject to any 'contingency element' – see paragraphs 3.32-3.38

⁵ See Chapter 4 which explains this in more detail

sustainable or else have no opportunities for continued growth owing to a combination of constraints. Consequently, further planned growth (i.e. allocations) would not be appropriate in these settlements although some development inside Development Limits may take place where it will enhance or maintain the vitality of rural communities (in line with Policy SP4 of the Core Strategy). The Core Strategy gave a growth figure of 170 dwellings to Secondary villages, but this figure was to be met from existing commitments, which were all built out in the first few years of the plan period.

Need for new allocations

- 2.20 So, in terms of identifying enough land for the dwellings needed, the Site Allocations Local Plan must identify new, additional sites for both Selby and Tadcaster to meet the minimum target.
- 2.21 However, Sherburn in Elmet already has sufficient housing completions and deliverable planning permissions to exceed its minimum target. As such, there is no apparent need to identify any additional new sites there (subject to the approach on providing a 'contingency element' – see below).
- 2.22 For the group of 18 Designated Service Villages, they collectively have enough completed dwellings and deliverable planning permissions to exceed their overall minimum target too and there may be no need to identify any new sites in any DSVs either (subject to the approach on providing a 'contingency element' – see below).
- 2.23 The evidence therefore points to only having to find new sites in Selby and Tadcaster in the Site Allocations Local Plan next year. If this is the accepted approach then, for the purposes of this Pool of Sites consultation the vast majority of potential sites will be sieved out because they are not needed.
- 2.24 It may be proposed that the Publication version of this document, programmed for Summer next year will use completion and permission data for housing from future versions of the Five Year Housing Land Supply (5YHLS) report (as it is usually updated after March each year). The number of completions will have increased and the supply of sites with planning permission will change, meaning a different amount of new dwellings through new allocations may be needed in each settlement.

Proposed Allocations

- 2.25 Those sites with planning permission for five or more dwellings and which fall within the towns and Designated Service Villages are proposed to be allocated for housing development in the Site Allocations Local Plan to retain them as part of the housing land supply over the course of the plan period.
- 2.26 Existing planning permissions of less than five dwellings across the District⁶ and any size planning permissions situated within or adjacent to Secondary Villages or the open countryside, are not proposed to be allocated, although (as existing planning permissions) they will count towards the housing requirement, in accordance with policies SP2 and SP5 of the Core Strategy.

⁶ Sites of less than five dwellings are excluded as per government guidance.

In summary:

- **The Core Strategy gave minimum housing targets for the settlement hierarchy**
- **Completed dwellings and dwellings with existing planning permissions and assessed to be deliverable will be subtracted from these targets**
- **Additional new allocations, above those already built or with deliverable planning permissions, may only be needed in Selby town and Tadcaster**
- **Existing deliverable planning permissions in the 3 towns and the Designated Service Villages will be allocated to ensure supply to 2027**
- **Planning permissions in the Secondary Villages will not be allocated in line with the Core Strategy approach**
- **The MAJORITY of the sites shown in this document will not be required to meet targets – but we need to identify the most appropriate ones**

Ensuring appropriate distribution across the Designated Service Villages

2.27

Core Strategy Policy SP5 gave the 18 Designated Service Villages (DSVs) as a whole a target of 2000 dwellings and did not specify a requirement for individual DSVs. The Council consulted in 2014 on how the overall figure could be fairly and appropriately shared out amongst the 18 DSVs. Following feedback, the Council sought to determine the appropriate level of growth to apportion to each. In doing so, Arup were commissioned to produce a Growth Options Report [add hyperlink](#) for the DSVs which was published for public consultation in Summer 2015.

2.28

The report proposed 3 potential options to apportion growth across the 18 settlements. Broadly these comprised:

Option 1: Proportionate dispersal across all Designated Service Villages

This option is based on growth being distributed equally across all DSVs based on their current size, so that each settlement would grow by 4.75%.

Option 2: Distribution based on services and accessibility

Those settlements ranking highest following the assessment are apportioned a higher number of dwellings, and those ranking lower are apportioned a reduced number.

Option 3: Growth based on avoiding Green Belt release

The final option apportions a blanket 6.5% growth to those Designated Service Villages not within the Green Belt.

- 2.29 The Arup paper worked up these options in some detail and specifically in terms of the number of dwellings that would be required in each DSV as part of each option, giving high and low ranges per settlement.

What you told us:

- Although the approach where each village got a share of growth was considered a fair approach, there was objection to a simple percentage growth approach in the villages, without consideration of capacity and infrastructure needs and the majority of respondents felt growth should be weighted towards settlements with more services and greater public transport accessibility.
- You considered that new dwellings completed or granted planning permission since the Core Strategy was adopted should be factored into the proposed redistribution of growth across DSVs
- Option 1 of the Draft Growth Options was considered fair by a number of respondents, but was regarded as over simplistic in its failure to take account of the specific characteristics of each DSV.
- Option 2 of the Draft Growth Options was considered a credible approach, subject to an up-to-date and robust evidence base. However, there was concern that this approach may force less well served communities into decline.
- Option 3 of the Draft Growth Options received some objection. In particular there were concerns that it would put too much pressure on non-Green Belt villages and that there are opportunities within Green Belt settlements for some level of growth.
- Although a small level of growth was considered acceptable, most respondents focussed on the need to invest in infrastructure to allow growth to be accommodated or noted existing facilities being stretched. For example, drainage networks, transport and schools were all noted as being potential constraints to growth.

- 2.30 However, as outlined above, the current position is that the 18 DSVs as a whole have the potential to exceed their targets if all the existing planning permissions are delivered. It is useful to look at how each of the DSVs contributes towards the overall figure. Using completion and permission data from the 2017-22 5YHLS report [add hyperlink](#) Table 4 below shows that, after 6 years of the current plan period, of the 18 DSVs, only 2 have yet to meet any of the growth options, with a further 3 having exceeded some but not all the targets when compared to the options considered in the Initial Consultation 2014 and the 2015 Focussed Engagement.

- 2.31 As the table 4 demonstrates, the amount of dwellings completed and permitted in the DSVs as a whole (2567) has exceeded the Core Strategy target of 2000 dwellings after only 6 years into the plan period. Under these circumstances,

none of the options arrived at in the DSV Growth Paper are appropriate, because there is no residual dwelling requirement to apportion to the villages. **Therefore the emerging approach is not to allocate any housing sites in the DSVs** (subject to a proposed approach of providing a 'contingency element' with additional land allocated for housing – as explained at paras 2.32 to 2.38).

In summary:

- Existing deliverable planning permissions in the Designated Service Villages will be allocated to help ensure supply to 2027
- In the light of the level of building and existing planning permissions it is proposed that no new housing allocations are required in the Designated Service Villages to meet the minimum housing requirement (subject to the proposed 'contingency element')
- Therefore the MAJORITY of the sites shown in this Pool of Sites document will not be required to meet targets – but we need to identify the most appropriate ones

Table 4: Residential Development in DSVs

Village	Completions (04/11-03/17)	Outstanding consents at 31/3/17 (with 3% discount on unimplemented sites)	TOTAL completions & consents	Growth Option 1	Growth Option 2	Growth Option 3	Notes on the current level of growth in relation to the proposed options
Appleton Roebuck	22	2	24	17	3	23	Current completions / permissions exceed all options
Barlby/Osgodby	57	267	324	101	122	139	Current completions / permissions greatly exceed all options
Byram/Brotherton	21	47	68	48	58	0	Current completions / permissions exceed all options
Brayton	10	223	233	108	130	147	Current completions / permissions greatly exceed all options
Carlton	2	209	211	39	33	54	Current completions / permissions greatly exceed all options
Cawood	6	22	28	34	29	47	Current completions / permission are less than all options
Church Fenton ⁷	19	94	113	29	24	39	Current completions / permissions greatly exceed all options
Eggborough / Whitley	162	157	319	61	26	0	Current completions / permissions greatly exceed all options
Escrick	10	1	11	19	23	0	Current completions / permissions are less than options 1 and 2
Hambleton	50	113	163	39	33	53	Current completions / permissions greatly exceed all options
Hemingbrough	13	11	24	39	33	54	Current completions / permission are less than all options
Kellington	3	14	17	19	16	26	Current completions / permission are less than options 1 and 3
Monk Fryston/Hillam	8	12	20	36	30	0	Current completions / permissions are less than options 1 and 2
North Duffield	5	58	63	26	11	36	Current completions / permissions greatly exceed all options
Riccall	80	30	110	50	60	68	Current completions / permissions exceed all options
South Milford	196	28	224	59	71	0	Current completions / permissions greatly exceed all options
Thorpe Willoughby	154	322	476	61	73	83	Current completions / permissions greatly exceed all options
Ulleskelf ¹	1	139	140	18	7	24	Current completions/permissions greatly exceed all options
Total	819	1748	2567	803	782	793	

⁷ Sites at Church Fenton Airbase (located between Church Fenton & Ulleskelf) account for 113 of the completions & consents for the parish of Ulleskelf.

Providing a contingency for the supply of housing

- 2.32 The approach of calculating the net requirement and allocating deliverable planning permissions aims to meet the District's minimum housing target of 7200 dwellings by the year 2027 (see Table 3).
- 2.33 As raised in our Initial Consultation in 2014, it is important that the Plan provides sufficient flexibility and choice of sites to deliver *at least* the minimum targets over the plan period. That document highlighted a number of ways in which we seek to achieve this. The Core Strategy calculation method and the method outlined above (at paras 2.10 to 2.19) already discounts the planning permissions to allow for an element of non-delivery. The Site Allocations Local Plan will only allocate sites which are proven to be deliverable and a range of types and sizes will be provided.
- 2.34 However, there is always the potential for changes to circumstances over the life of the Plan (for example updates to flood risk zones) and there is a possibility that some sites may not be delivered over the duration of the plan so there would be a shortfall. Alternatively sites may get delivered earlier in the plan period and we would 'run out' of sites before 2027. Therefore, the Council could consider allocating additional land (a 'contingency element') to allow for such possibilities. This would both add choice and flexibility, helping to ensure delivery of the housing requirement to 2027 and importantly help sustain a five year housing land supply.

Previous consultations on the housing numbers highlighted the following:

What you told us:

- Support for over-allocation and a wide range of sites to ensure housing delivery over the whole plan period and to maintain a 5 Year Housing Land Supply.
- Under-delivery of previous years should be taken into account.
- 20% buffer suggested as the minimum for over-allocation, over and above the Core Strategy requirement, as set out in paragraph 47 of the NPPF.
- Other responders suggest over allocation should start at 5% and work up to an over-allocation of 20%, in line with paragraph 47 of the NPPF, to provide a realistic prospect of achieving the planned supply and ensuring choice and competition in the market. This would build in flexibility and provide contingency should some sites not come forward as envisaged.

- 2.35 The previous consultation did not elicit how to determine the amount of 'contingency' or 'over-allocation' required and where the additional element should be focused. It also did not determine how the release of contingency sites might be managed.
- 2.36 A number of options may be considered:
1. Simply add an extra percentage (but how much?) - across each level of the settlement hierarchy; or

2. The contingency could be directed to Selby as the Principal Town alone (required to take the majority of growth to be consistent with the Core Strategy)?; or
 3. Distributed across the 3 main towns?; or
 4. Allocate additional sites in those DSVs that have seen - relative to other DSVs - less growth since 2011.
- 2.37 Any suggested solution would need to be supported by robust evidence that the approach would deliver sustainable development, and must be consistent with the Core Strategy approach and conform to the National Planning Policy Framework.
- 2.38 It should be noted that if additional sites are included as a contingency it would not be proposed to phase those sites for later release in case they were needed. All the allocations would be released on adoption of the plan in line with the adopted Core Strategy.

Question 1:

Should the plan provide a 'contingency element' by over allocating land beyond the minimum housing targets of the Core Strategy? If so, how much and where should this contingency amount be and why?

Types and sizes of allocations

Small Sites

- 2.39 The March 2017 Housing White Paper included potential measures for local authorities to help small builders in their plan making processes. One of these measures is to ensure that 10% of all sites allocated in Local Plans are below 0.5ha in size. The range of sites assessed in this Pool of Sites consultation includes a sufficient number of sites of less than 0.5 ha, that would enable the plan to provide this quota should it be introduced into national planning Policy.

Self-build/custom build

- 2.40 The Housing White Paper also includes potential measures for the continued support of self-build and custom builders. The Council maintains a register [add hyperlink](#) of individuals who are interested in self or custom building their own properties, which contains details of what types of properties they would like to build and in which location they want to build them.
- 2.41 One way of encouraging self and custom building in the District is to allocate land specifically for this purpose in the Site Allocations Local Plan. We are seeking views on the best way to do this.

Question 2:

How should we cater for self-build and custom build in the Site Allocations Local Plan?

Gypsies and Travellers

- 2.42 Core Strategy Policy SP11 sets out that the Council will establish at least a 5 year supply of deliverable pitches for Gypsies and Travellers, along with broad locations for growth to accommodate additional pitches, in line with the findings of up to date assessments.
- 2.43 The Council previously consulted in the 2014 Initial Consultation on an approach for meeting the housing needs of the travelling community.

What you told us:

- With regard to traveller provision the responses were split between the need to provide traveller sites or not at all and a split between having a number of smaller sites or extensions to existing traveller sites.
- There was a clear response that the proposed distance criterion of locating sites within 1 mile of the District's major settlements was not required.

- 2.44 Since then, Government planning Policy for Gypsies and Travellers has been amended [add hyperlink](#). The main change in Policy is that the definition of what constitutes a Gypsy/Traveller for planning purposes now excludes those people that have ceased to travel permanently. A Gypsy/Traveller now only comprises those that are nomadic. We must deliver sites for this group through the Site Allocations Local Plan.
- 2.45 In addition, the needs of travelling showpeople are different to Gypsy and Travellers. Their sites often combine residential, storage and maintenance uses and are a permanent base for residential use in the winter. Local Authorities are required to plan for "travelling" Gypsy and Travellers, along with travelling showpeople by:
- Identifying sufficient deliverable sites to provide five years' worth of pitches; and
 - For years 6-10 and, where possible, for years 11-15, they should identify a supply of specific developable sites or broad locations for growth.
- 2.46 The latest evidence for the District is provided by a Traveller Needs Assessment (TNA), which was undertaken in 2016 [add hyperlink](#). In Selby District there are currently no travelling showpeople's sites. As there are no travelling showpeople currently living in the District, the TNA concludes there is no need for travelling showpeople plots in the District.
- 2.47 In terms of Gypsies and Travellers, the TNA identifies a need for only 3 additional pitches over the next 5 years. Additional work is required to inform

decisions on potential allocations prior to the programmed consultation of the Publication Draft in Summer 2018.

- 2.48 In order to meet any need later in the plan period (i.e. 5 to 15 years) and to provide a basis for considering all planning applications it may be appropriate to identify broad areas of search against which to assess planning applications through the development plan process. It may also be appropriate for the Local Plan to include a criteria based Policy at a later stage through the Development Management Policies Local Plan.

In summary:

- Government Policy only requires us to plan for nomadic Gypsies and Travellers
- Those Gypsies and Travellers that no longer travel should be planned for under general housing needs
- We are required to meet any identified need over the next 5 years
- We need to decide how to approach the 5-15 years needs should any be identified

Employment

- 2.49 The Core Strategy Policy SP13 sets out a requirement for between 37-52 hectares of employment land, to provide a range of high quality employment and office sites. The Council's 2015 Employment Land Review (Link) [add hyperlink](#) suggested between 13.97 ha and 59.99 hectares is an appropriate range.

- 2.50 The Core Strategy indicates that employment development should be distributed as follows (Figure 12 of the Core Strategy):

Location	Area
Selby and Hinterland	22-27 hectares
Tadcaster	5-10 hectares
Sherburn in Elmet	5-10 hectares
Rural Areas (including Eggborough and the A198 corridor)	5 hectares
Total	37-52 hectares

- 2.51 The previous consultation exercises considered how the precise amount and locations of sites should be determined and asked for comments on the 2015 Employment Land Review.

What you told us:

- In terms of Functional Economic Areas, there were concerns expressed that the Draft Employment Land Review (ELR) was too inward looking and had not satisfactorily considered the most recent travel to work data.
- A number of responders raised concerns regarding the robustness and accuracy of the assessment of sites in the ELR and parts of the scoring matrix were considered factually incorrect. A lack of explanation as to how scores have been derived was considered to raise serious questions about the transparency of the evidence base.
- Recommendations on the scale and distribution were largely regarded as reasonable, although it was suggested that employment land figures should be treated as a minimum, as Selby should aspire to deliver more good quality sites with sufficient choice and flexibility.
- In Selby comments were made regarding a need to attract new business to the town by ensuring there is an available and deliverable supply of suitable employment land.
- In terms of allocating in DSVs, half of respondents suggested that small allocations should be linked to rural diversification uses while the other half suggested allocations should support small business and start-ups. Overall there is support for small scale allocations in the DSVs to support the rural economy.

2.52 The evidence suggests that the Site Allocations Local Plan should allocate enough employment land across the District to meet the upper end of the range identified by the Core Strategy. Consideration could also be given (in line with the thinking on housing supply) to allocating a “contingency element” on the total requirement to allow for a range of sites and a degree of flexibility. This approach should ensure that sufficient employment land is delivered across the District during the plan period.

2.53 The Olympia Park Strategic Development Site is already allocated in the adopted Core Strategy and is set to provide around 23 hectares of employment land up to 2027. A range of further potential employment sites are presented in this document and we are seeking views on which sites are most appropriate to meet the identified need. Chapter 4 sets out the Site Assessment Methodology. The Schedules and Maps can be found in the Appendices.

2.54 It is proposed that only sites to meet the needs identified to meet the Core Strategy requirements will be specifically allocated in the Site Allocations Local Plan. It is however recognised that there is already an existing large scale planning permission at Sherburn in Elmet (at a site known as S2) and that the Council has recently been minded to approve the redevelopment of the former Kellingley Colliery site (subject to the signing of a S106 agreement). There may be other sites that come forward outside the Local Plan process which will be similarly dealt with on a case-by-case basis.

In summary:

- **We are proposing to allocate sufficient employment land to meet the upper end of the range identified by the Core Strategy**

Question 3

What is your view on the proposed approach to employment land?

Town Centre and Other uses

- 2.55 The Council consulted on a Retail and Leisure Study in 2015 which it had commissioned consultants, GVA to undertake (<http://www.selby.gov.uk/selby-retail-and-leisure-study>).
- 2.56 The study identified a need to plan for enhanced retail and town centre uses in Selby town, specifically to accommodate up to 4,700 sq m gross of non-food retail and leisure floorspace in Selby. In Tadcaster, the study identified the need for a new foodstore (about 1,000 square metres net). The study did not identify any needs in any other settlements.
- 2.57 The study also advised on amended Town Centre Boundaries and Primary Shopping Frontage designations for each of the 3 towns.

What you told us:

- It was considered that retail development should be directed towards town centres and that greater flexibility is required with regard to the change of use of units within existing centres, in order to encourage vibrant centres.

- 2.58 In allocating sites for town centre uses in Selby and Tadcaster, the sequential test must be rigorously applied to ensure that any proposals do not have a negative impact on the vitality and viability of the existing centres.
- 2.59 This Pool of Sites consultation is focusing on gathering further evidence and views on which sites would be the most appropriate to allocate for town centre uses.
- 2.60 Regarding updating Town Centre Boundaries and Primary Shopping Frontages, current thinking is that these fall outside of the scope of the Site Allocations Local Plan and instead these designations will be considered at a later stage by the Development Management Policies Local Plan.

In summary:

- **The Site Allocations Local Plan needs to consider small allocations for town centre uses in Selby town and Tadcaster**

Question 4

What town centre uses should the Plan seek to provide for?

Place Making for the Three Main Settlements

- 2.61 Key objectives of national Policy and the Core Strategy are to create great places to live, work and enjoy. The Core Strategy set out some broad visions for the three main towns. The 2014 Initial Consultation asked for views about what the more detailed visions should be in subsequent local plan documents. The focused engagement work undertaken in 2015 on the Market Town Studies [add hyperlink](#) sought to consider in more detail the strengths and opportunities in those settlements, identify options for growth and obtain the views of local people, groups and businesses on what the important issues were affecting the towns.
- 2.62 While the above sections covered the overall issues concerning the amounts of land needed for housing, employment and town centre/other uses and how that relates to the Pool of Sites, this section picks up the more specific points relevant to the Selby, Tadcaster and Sherburn-in-Elmet. Chapter 4 flags up the wider considerations for the local plan moving forward to the next stage.

Selby

What you told us:

Growth Options/MTS

- Although expansion to the edge of Selby for long term development was considered acceptable there was no support for development south of the existing Selby Bypass. It is considered the bypass forms a logical physical and visual limit to the extent of development; development beyond the bypass would not integrate into the urban area of Selby; development would be a considerable distance from amenities and would not be sustainable; development would increase pressure on facilities and would require the creation of new services and facilities; development beyond the bypass would set a direction for growth for the foreseeable future.

Housing

- There is a need to create a balanced and sustainable community by delivering a mix of house types in a variety of tenures that recognise the differing needs, ages and income groups within the community.

Employment

- Respondents stated there is a need to attract new business to the town by ensuring there is an available and deliverable supply of suitable employment land.
- The scale and distribution of employment sites was largely regarded as reasonable.
- It was suggested that any employment land figure should be regarded as a minimum, as Selby should aspire to deliver more good quality employment land in order to offer the local and inward investment markets sufficient choice and flexibility.

- Particularly given the uncertainties surrounding long term forecasting, it was strongly advised that the Council adopts a flexible approach to employment land planning.

Town Centre Uses

- In Selby respondents stated there is a need to attract new business to the town by ensuring there is an available and deliverable supply of suitable employment Land.
- There was a recognised need to accommodate Selby town centre's identified requirement for additional retail floor space within a redefined town centre area.

- 2.63 There is a requirement to allocate sufficient land to deliver a minimum of 1529 homes in and around the Selby Urban Area.
- 2.64 It is also recognised through the 2017- 2022 5YHLS work that Olympia Park Strategic Development Site will deliver only about 250 dwellings by the end of the plan period. This points to the need to identify alternative, additional allocations in and around Selby to make up this anticipated 'shortfall' in order to ensure that the town meets the overall target.
- 2.65 In addition, it should be noted that, if it is not possible to meet Tadcaster's housing needs in or on the edge of that town, Policy SP6 of the Core Strategy allows for sites to be brought forward within or on the edge of other settlements (under phase 3) in accordance with the settlement hierarchy set out under Policy SP2. The triggers are set out in Policy SP6. However, phase 3 will only come forward later in the plan period if phases 1 and 2 (sites located in and around Tadcaster) have not delivered within the timeframes set out under Policy SP6. The Phase 3 requirement for Tadcaster is a minimum of 467 dwellings.
- 2.66 Selby town lies at the top of the settlement hierarchy and strategically where the majority of new development should be focussed (in line with the adopted Core Strategy) - therefore it would be seen as the next preference in the order of priority after Tadcaster in the context of Policy SP6 to allocate phase 3. For Selby therefore we may need to find allocations to accommodate 467 dwellings in Phase 3 which would mean finding land for a minimum of $1529 + 467 = 1996$ dwellings.
- 2.67 For employment, the Core Strategy identifies a requirement, within the plan period for 22-27 hectares of employment land with 23 hectares of this already allocated as part of Olympia Park. So a minimum of 4 hectares would be needed on smaller sites around the town.
- 2.68 For town centre uses, the evidence base identifies a requirement to plan for 4,700 square metres of non-retail and leisure uses in the town centre.

In summary:

- **New sites are needed for housing, employment and town centres uses at Selby**
- **Sites are required to meet the forecast shortfall in delivery of development before 2027 at Olympia Park**
- **Provision may be required later in the plan period to pick up any shortfall in delivery at Tadcaster (Phase 3) – and this might be most appropriately located around Selby town**

Question 5

If required, is it appropriate to allocate Phase 3 for Tadcaster around Selby?

Question 6

Where, in and around Selby town, should the following uses be located?

- **Housing**
- **Employment**
- **Non-food Retail, Office and Leisure?**

In particular, which sites in the Pool (shown on the maps and schedules) are the most appropriate?

Tadcaster

What you told us:

Growth Options/MTS

- There was a strong feeling that Tadcaster needed development within or close to the town but if necessary Tadcaster's Green Belt boundaries should be reviewed to ensure adequate housing land delivery.
- School capacity evidence should take account of potential allocations in York and the impact this could have on schools in Selby District which take pupils from outside the District.
- Comments were also made regarding impacts on the Medical Centre and staffing and lack of provision of residential/nursing home care.

Housing

- In Tadcaster it was generally recognised that it is important to meet Tadcaster's identified needs on available and deliverable sites and concern that Tadcaster's housing needs should be met in Tadcaster and not elsewhere.

Employment

- Respondents considered that the town's vitality can be improved through town centre housing, greater diversity and choice of retailing; enhancement of the public realm; leisure and green assets; and the consolidation and strengthening of the employment base.

Town Centre Uses

- In terms of Tadcaster, respondents considered that the town's vitality can be improved through a greater diversity and choice of retailing and consolidation and strengthening of the employment base.

- 2.69 The Core Strategy sets out a requirement to allocate sufficient land to bring forward 500 dwellings and the evidence shows a residual need for new allocations in the Site Allocations Plan to accommodate at least 467 dwellings during the plan period to meet the needs of the town.
- 2.70 Historically, the availability of land for development has been severely constrained in the town, and so the Core Strategy also includes a requirement to provide two phases of development in Tadcaster which equates to enough land to accommodate the residual minimum housing requirement of 467 dwellings two times over – 934 dwellings (2 times 467). The second phase allocations would be released if the first phase has not delivered a sufficient number of homes by the specified timescale as set out under Policy SP6 of the Core Strategy. A third phase is also required elsewhere in District (1 times 467) in case the first two phases do not deliver sufficient numbers within specific timescales.
- 2.71 The Core Strategy sets a requirement for 5 to 10 hectares of employment land. Retail development should promote the regeneration of the town and protect the historic core (Policy SP14). Subsequently, the Selby Retail and Leisure Study 2015 indicates there is a requirement for convenience store provision up to 1,000m² by 2027 (effectively a small supermarket) in the town centre. In light of the needs highlighted in Chapter 2 for town centre uses, this consultation is seeking to determine whether there is an appropriate site available for allocation that is not sequentially inferior to the existing Sainsbury's town centre store.
- 2.72 Work with landowners is ongoing to identify available sites to meet the needs of the town. If sufficient land is not available for development in Tadcaster, this might represent the exceptional circumstances that would justify a review of the Green Belt to release sufficient sites to meet the town's needs. The Pool of Sites includes Green Belt sites on the edge of the town that have been put forward for development.
- 2.73 A wide range of sites in Tadcaster are presented within this Pool of Sites document, but in order to ensure that the needs of Tadcaster can be met, we need to be confident that they are deliverable and available for development. We are seeking your views on how best we deliver sites in Tadcaster to meet the town's needs and whether a localised review of the Green Belt at Tadcaster is justified.

In summary:

- **New sites are needed for housing, employment and town centres uses at Tadcaster**
- **Sites are required for 2 phases of housing development**
- **Results of the consultation will help determine if there are exceptional circumstances to alter the Green Belt boundary if sufficient land within Development Limits is not available**

Question 7

Where, in and around Tadcaster, should the following uses be located?

- **Housing**
- **Employment**
- **Small supermarket, office and leisure?**

In particular, which sites in the Pool (shown on the maps and schedules) are the most appropriate?

Question 8

Do you support the approach that if sufficient sites are not available within Tadcaster's Development Limits for the identified needs then a localised review of the Green Belt should be undertaken to consider whether there are exceptional circumstances to alter the Green Belt boundary to allocate suitable sites?

Sherburn in Elmet

HOUSING

What you told us:

- In Sherburn in Elmet there was concern regarding the scale of growth linked to recent planning permissions. However, other comments received identified the town as a highly sustainable settlement with employment opportunities, along with a range of services, which could accommodate growth to meet unmet needs elsewhere.
- With regards to having contingency sites a number of responders suggested additional sites should be allocated in Sherburn in Elmet in order to provide for previous under-delivery as well as a catch-up figure to meet the housing need not covered in recent years, along with the difficulty of allocating sites in Selby due to viability and flood risk issues and known landowner constraints in Tadcaster. This was considered by responders to lead to a case for introducing an additional residential allocation in Sherburn in Elmet.
- With regards to bringing forward facilities and infrastructure it was

considered that small scale sites generally yield significantly less, as they cannot viably support such requirements. Therefore larger allocations are required to bring infrastructure and facilities.

- 2.74 The Core Strategy sets out a requirement to allocate sufficient land to bring forward 790 dwellings in and around Sherburn-in Elmet over the period 2011 to 2027.
- 2.75 Since the adoption of the Core Strategy, Sherburn-in-Elmet has witnessed a large number of planning permissions overtake the site allocation process. As a result this suggests that Sherburn-in-Elmet would not require any new additional allocations (beyond those that have already received planning permission). However we will need to look carefully at the possible need for any 'contingency element' as outlined at paras 2.32 to 2.38 above.
- 2.76 Approved planning permissions in Sherburn-in-Elmet include contributions to extra school places, highway measures and primary healthcare improvements. Recent evidence indicates that Sherburn-in-Elmet is well served in terms of sports and recreation facilities and further work will be undertaken with the community and parish councils to assess community facilities in the area.
- 2.77 Parking facilities at the railway station and public transport services in general and possible future needs for retail have also been raised as issues. While there is no identified need for a retail allocation in Sherburn-in-Elmet as part of the Site Allocations Local Plan, it is recognised that future retail expansion is significantly constrained and that the town centre would find it difficult to cope with further expansion beyond the plan period.
- 2.78 As with all the settlements, we will continue to monitor infrastructure requirements through the Infrastructure Delivery Plan [add hyperlink](#). These documents will recognise what on-going infrastructure requirements exist in Sherburn beyond the requirements relating to just new development. These will be regularly updated and monitored in conjunction with the relevant infrastructure providers and stakeholders. This will enable us to address any deficiencies and identify funding gaps and relevant funding sources, such as central government, North Yorkshire County Council, community infrastructure levy or section 106 agreements.

In summary:

- **In the light of the level of building and existing planning permissions it is proposed that no new sites need to be allocated for housing, employment and town centres uses at Sherburn in Elmet (above that which already has planning permission)**
- **However, further consideration does need to be given to providing a 'contingency element'**
- **Specific infrastructure requirements above those provided for through existing planning permissions (including s106 contributions) will be considered as part of the ongoing Infrastructure Delivery Plan work in association with service**

providers and the local community

- **It is not envisaged at this stage that there are any exceptional circumstances to alter the Green Belt boundary to accommodate allocations or identify Safeguarded Land**

Question 9

Are there any specific needs which need to be provided for in Sherburn in Elmet, within the Site Allocations Local Plan?

3. The Pool of Sites and their Assessment

How have sites been assessed and how will we narrow them down for the Site Allocations Local Plan?

- 3.1 The National Planning Policy Framework (NPPF) explains that the fundamental purpose of the planning system is to contribute to the achievement of sustainable development. The NPPF stresses the importance of a supply of deliverable and developable sites. The availability, suitability and viability of sites are highlighted as key factors.
- 3.2 A key role of the planning system is to set out where future development should take place. There are no recent site allocations for Selby District with the exception of the Olympia Park strategic development site allocation made in the Core Strategy. Site allocations are a key part of a planned approach to growth - giving certainty and confidence to local communities, developers, investors and infrastructure providers. Without sites, a 'planning by appeal' approach can result with development not following the Core Strategy approach and with continued uncertainty over delivery and infrastructure provision.
- 3.3 The proposals in the 2017 Housing White Paper [add hyperlink](#) include a number of different measures to support small builders. The white paper also places an emphasis on providing homes for the elderly population and urges authorities to promote self-build and custom build housing.
- 3.4 The Site Allocations Local Plan will allocate areas of land to meet the needs identified for the range of uses as set out in the previous chapters. In order to do this the Council must assess all potential sites in detail, to determine their sustainability and deliverability. Our approach to assessing sites reflects national and local priorities – through a 'Site Assessment Methodology (SAM)' [add hyperlink](#). This document was initially prepared by planning consultants ARUP and was then subject to an 8 week public consultation as part of the focussed engagement exercise which took place in the summer of 2015. From this point the Council has amended the document, taking into account the comments received during the public consultation.
- 3.5 This Chapter of the Pool of Sites document describes the method used to assess all the sites in the process and sets out how we will narrow down the 'pool' to the Publication draft Site Allocations Local Plan next year. As well as seeking your views on the Site Assessment Methodology (SAM), it is important that we get your views on the possible sites and our thinking about the approach to allocating sites.

What you told us:

- There was general agreement to the approach proposed in the Draft Framework for Site Selection, although it was noted that the process will need to be clear, consistent, transparent and fully documented.

- Respondents also requested that there should be an opportunity for site promoters to provide factual information about their sites as part of the assessment.
- With regard to Stages 2 and 3 of the Draft Framework for Site Selection respondents noted that the site selection process is reliant on up-to-date information being available. A number of respondents considered the approach discriminates against more restricted or isolated DSVs.
- Other comments noted the need to consider whether a site would contribute to a sustainable pattern of development and ensure adverse impacts are avoided. Sustainability should be considered on all sites regardless of prior allocation. Previously developed sites within the countryside should be identified as development opportunities. An improved approach required to consider the impact of development on nationally or internationally important sites for nature conservation. A number of other suggestions for improvement to the scoring system were also noted, such as ensuring changes to the evidence base underpinning the site selection process are reflected through the process and suggested amendments to the assessment criteria under Stage 1 of the Draft Framework for Site Selection.

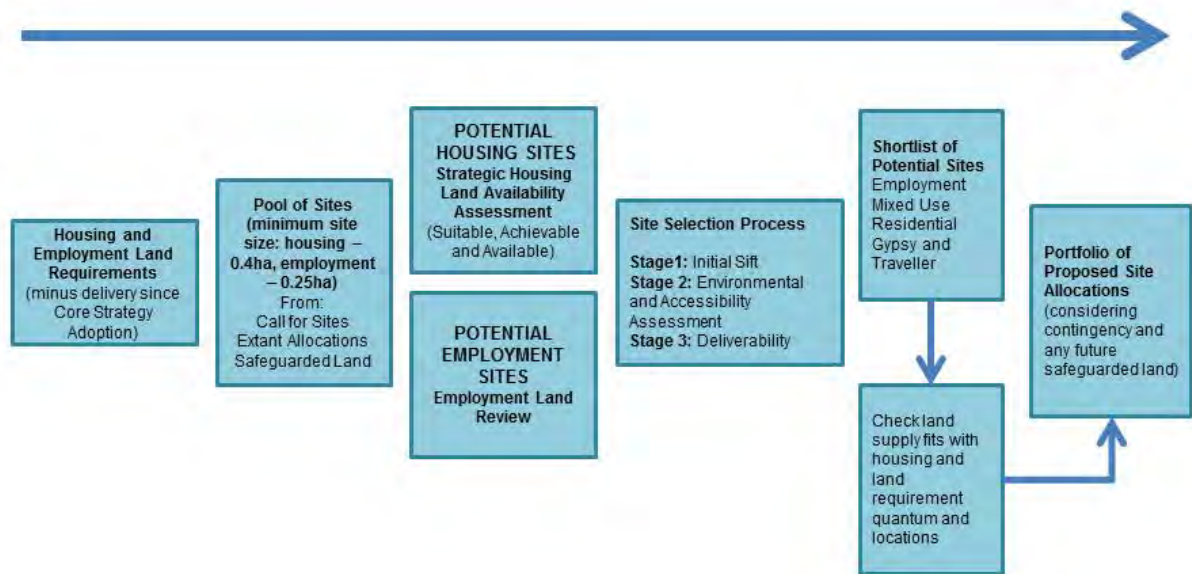
Site Assessment Methodology (SAM)

- 3.6 The potential sites have come from a wide variety of sources including those submitted as land bids, undeveloped allocations in the existing 2005 Selby District Local Plan, and from the Employment Land Review. The Council has encouraged landowners, agents, and other organisations to submit sites so that their land can be considered for allocation in the Local Plan. The persons submitting the sites set out what use they considered the land should be used for. The pool of sites also includes unimplemented existing planning permissions and these have been subject to the same assessment.
- 3.7 The way sites are assessed in the **SAM** involves a **three stage process**, the **first stage** involves an initial sift of sites: Sites are considered against fundamental constraints, both in physical terms and Policy terms. These are:
- Minimum Size of Site (0.17ha for housing, 0.25ha for employment)
 - Sites Proximity to a Settlement in the Core Strategy Hierarchy
 - Flood Risk (3b)
 - International and National Environmental Designations (SPA/SAC/SSSI/RAMSAR)
 - Ancient Woodland
 - Health Safety Executive Zones (inner zones)
- 3.8 If a site has one or more of these fundamental constraints and can't be mitigated, then a site fails the initial sift and is assessed in no more detail. Sites which have none of these constraints go on to be assessed in stage 2.
- 3.9 The **second stage** involves environmental and accessibility assessments.

Sites have been assessed to determine their sustainability, for example their proximity to local services and employment, infrastructure constraints and various other factors. This stage also considers environmental, social and economic criteria. There are 27 questions in total and this is where the bulk of information on a site is gathered and assessed.

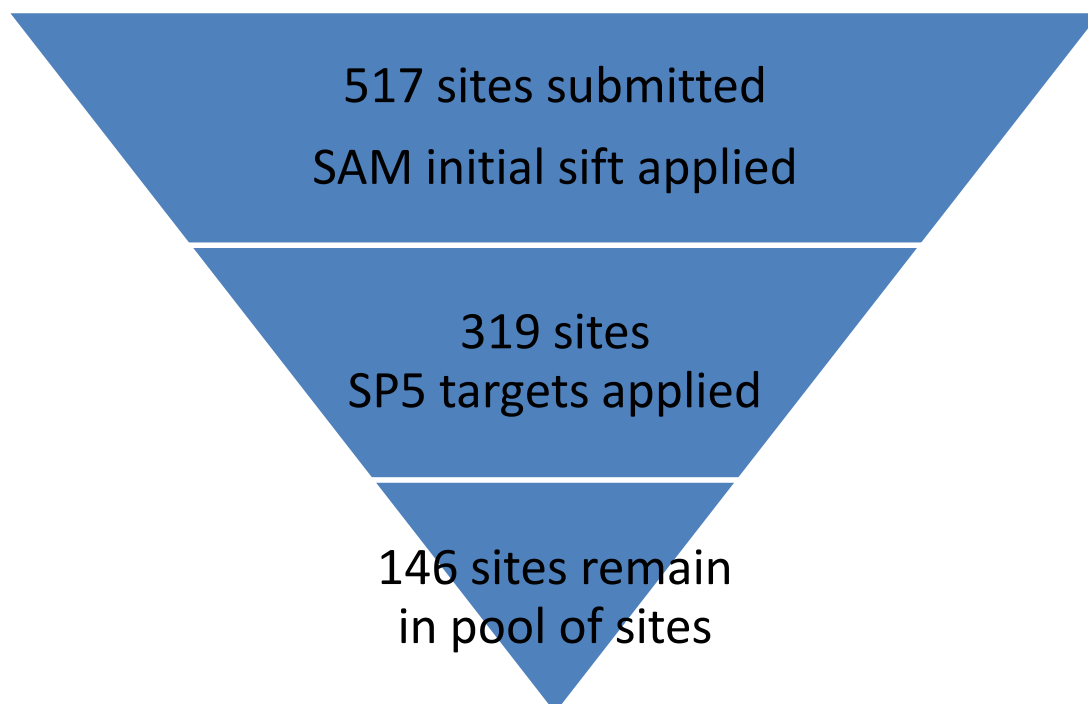
- 3.10 The final question in stage 2 of the assessment determines whether a site promoted for housing is needed to meet that settlements minimum housing target. The answer to this question is informed by the data in table 3 in Chapter 2 of this consultation document.
- 3.11 The **third stage** involves an assessment of a site’s availability and viability (see Glossary for definitions) in order to determine its deliverability. Determining a site’s deliverability is crucial because if a site is not deliverable within the plan period to 2027, it cannot provide the housing or employment development that the District needs. Specific factors involved are ownership, existing land uses, market attractiveness and financial viability. If a site has a deliverability issue which cannot be mitigated, then it has been classed as undeliverable and won’t be allocated for development.
- 3.12 Through the Pool of Sites consultation process, the Council wants to work with site promoters to find viable solutions to any problems identified through this process. The site selection processes are explained in full detail in the SAM document; figure 6 below shows a flow diagram of the process.

Figure 6: SAM Summary Diagram



- 3.13 There was an initial pool of 517 submitted sites:
- 356 sites were proposed for housing
 - 82 sites had planning permission for housing
 - 53 sites were proposed for employment
 - 3 sites had planning permission for employment
 - 21 were proposed for mixed use
 - 1 site had permission for mixed use
 - 1 site was proposed for leisure
- 3.14 We have carried out stage 1 of the SAM and as a result, 198 sites have been discounted - these sites do not pass the first sieve stage of the SAM, 319 sites then remain in the 'Pool of Sites'. However not all of these are needed for new allocations because:
- some of these sites already have planning permissions for various uses; and
 - the potential amount of land needed to meet the development needs (described in Chapters 2) is less than the amount of sites we have to choose from
- 3.15 For example, it can be seen in table 3 that Sherburn-in-Elmet and the Designated Service Villages may not need any more dwellings to meet their minimum housing targets over and above existing planning permissions (subject to considering the need for a 'contingency element').
- 3.16 The combined effect of the proposed approach would remove 173 sites and this would leave 146 potential sites in the remaining pool to choose from, with the focus for new site allocations in the towns of Selby and Tadcaster – and all of these may not be needed.
- 3.17 The flow chart below, figure 7, summarises the broad results of the SAM process so far on the sites that were assessed by it.

Figure 7: Site Selection Summary Flow Chart



Results of Site Assessments

- 3.18 Each site has its own unique reference number in the database. The results of the site assessments are summarised for each settlement in Appendix 1. The sites can be found on the settlement maps in Appendix 2 using its reference number. The maps also show some major physical and Policy constraints, such as flood risk and Green Belt.
- 3.19 The settlement summaries in Appendix 1 are colour coded to show their status in the SAM process:
- **Red:** Failed the initial sift – the site has a fundamental constraint according to stage 1 of the SAM.
 - **Orange:** Residential may not be required – this applies to sites submitted for housing in a settlement that has met its Core Strategy minimum housing target.
 - **Blue:** Permission – Site has an extant planning permission, as of the 31st of March 2017.
 - **Green:** Potential Site – Sites that are not subject to one of the three factors described above and remain as options to consider as potential new allocations in those areas of the District where allocations are required.

- 3.20 The sites on the maps are colour coded by their land use type (Residential/Employment/Mixed Use etc.) and are also classified as one of the four categories the site falls into after the SAM process described in paras 3.6 to 3.12 above.
- 3.21 The individual site profiles, can be seen in a separate technical report available on line as well as Individual maps showing site boundaries at [add hyperlink](#)

Narrowing down sites - the next steps

3.22 **All the sites presented within this document are for consultation purposes only. None are being given any status at this stage. Inclusion of a site in the “Pool of Sites” is not a material consideration for development management decisions. The Council has not made any decisions yet on any site allocations. This will come later at the Publication draft plan stage next year**

- 3.23 A large number of sites have been included so that people can have their say on all the possible site options available. The fact that a site has been included within this document and appendices as a potential allocation is no guarantee that it will eventually become an allocation as part of the final adopted document. The aim of this document is to test how appropriate these potential sites are through consultation.
- 3.24 It is the purpose of this Pool of Sites consultation to gather views and further evidence to inform decisions going forward for the Publication draft plan stage next year which will include proposed allocations.

In Summary :

- **Seeking your views on the Pool of Sites is the key purpose of this consultation exercise**
- **517 sites were submitted for consideration**
- **These sites have been assessed for major constraints, with 198 sites discounted at this stage.**
- **319 sites were left to be assessed in detail.**
- **173 sites may not be needed – as 86 sites already have planning permissions and because Sherburn-in-Elmet and the Designated Service Villages may not need any more dwellings**
- **So, potentially 146 sites are left in the remaining pool for consideration for possible allocations in next year’s Publication draft plan.**
- **All the sites presented within this document are for consultation purposes only. None are being given any status at this stage.**

- **Inclusion of a site in the “Pool of Sites” is not a material consideration for development management decisions.**
- **The Council has not made any decisions yet on any site allocations. This will come later at the Publication draft plan stage next year.**
- **Deliverability is a key focus of the site assessments.**

Question 10

What are your views on the approach and results of the SAM high level sieve exercise?

Question 11

Do you have any comments on the suitability for development of any of the sites listed in the tables and shown on the maps in Appendices 1, 2 and 3 of this document?

Question 12

Are there any other sites, not included in this document that should also be considered as potential site allocations? Please enclose a site plan and as much information as possible – Use the form on the Council’s website

Strategic Environmental Assessment/ Sustainability Appraisal/ Appropriate Assessment

- 3.25 Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) are both statutory requirements of plan making and are very closely linked. SA aims to integrate sustainability issues into decision making by appraising the plan or strategy using environmental, social and economic objectives. SEA also aims to facilitate sustainable development but its emphasis is on integrating environmental issues. It is possible to satisfy the requirements of both pieces of legislation through a single appraisal process.
- 3.26 At the previous Initial Consultation stage for the sites and policies plan, a scoping was undertaken for the SEA/SA and a baseline position established. Because that Initial Consultation did not set out any specific proposals, the Sustainability Appraisal Report which accompanied that consultation simply sets out a methodology for the next stages. More detail on the process is contained in the Sustainability Appraisal which accompanies PLAN Selby, which can be found at http://www.selby.gov.uk/upload/FINAL_SEA_SA.pdf
- 3.27 The Appropriate Assessment – also known as the Habitats Regulations

Assessment (HRA) is a separate regulatory requirement. Its main purpose is to ensure that the plan will not result in an adverse effect on the integrity of a 'European designated site'. These designated sites are internationally important for nature conservation and wildlife and are sometimes also referred to as Natura2000 sites.

- 3.28 At the Initial Consultation stage, the Council developed the methodology to allow the first stage ('screening') to happen which would identify if a more thorough, 'appropriate assessment' is required. More detail on the HRA process may be found in the separate document that accompanies PLAN Selby and can be found at http://www.selby.gov.uk/upload/FINAL_HRA.pdf
- 3.29 The Site Assessment Methodology (SAM) for the emerging Site Allocations Local Plan has integrated the Sustainability Appraisal (SA) process by considering the SA Framework as part of the site selection criteria. This approach ensures that the SA of individual sites is inherent to the site selection process.
- 3.30 At this stage, the Pool of Sites consultation does not identify which sites will be proposed for allocation. Following this consultation exercise and analysis of the comments received, a Publication Draft Plan will be prepared which will set out the Council's preferred sites for allocation. This will be subject to Sustainability Appraisal, in the form of a draft final sustainability report, which will be submitted to the Secretary of State alongside the Submission plan.
- 3.31 The Pool of Sites has been subject to screening as part of the Habitats Regulations Assessment [add hyperlink](#). Overall this assessment has found that none of the individual allocations would result in a 'likely significant effect' alone. Further work will be undertaken on the HRA, following the identification of preferred sites, and this work will include an assessment of the cumulative impact of proposed allocations.

4. Moving towards the Site Allocations Local Plan - Developing the Approach

- 4.1 This document has already covered a few areas in preceding chapters regarding developing an approach for the amount and location of the new development needed. There are other related issues which, while not part of the Pool of Sites, we would like to seek views on in order to develop the approach in the emerging Site Allocations Local Plan.

Managing development – Requirements for individual sites

- 4.2 We propose to include specific requirements for each of the sites which are ultimately allocated in the Site Allocations Local Plan. These will be based on further technical work and may include for example, requirements such as, where access needs to be provided or whether there are specific drainage issues which need resolving. This will manage the impacts of new development and provide necessary mitigation.

Development Limits

- 4.3 The Core Strategy indicated that the Development Limits would be reviewed in future local plan documents. The initial consultation 2014 asked how this exercise could be undertaken. The focused engagement 2015 looked at a methodology for a review if one was to be undertaken.

What you told us:

- There was general support and recognition for the need to maintain the character of settlements and the role that Development Limits can play, for all settlements of Secondary Village size or above.
- There was little consensus on how 'tightly' Development Limits should be drawn. Some support was given to tightly drawn boundaries on the basis that these can afford the Council control over the application of its Development Plan policies, along with promoting regeneration and protecting the character of settlements. Alternative views considered that a tightly drawn boundary would inhibit flexibility in the plan, meaning that it's unable to respond to changing circumstances without a full or partial review.

- 4.4 Since then it seems likely that the development needs of the Core Strategy can largely be met by completions and existing deliverable permissions - with only new allocations needed in Selby and Tadcaster towns (subject to the proposed 'contingency element' as set out at 2.32 to 2.38). With this approach it is considered only necessary to alter Development Limits in the Site Allocations Local Plan to accommodate development needs in those locations where allocations are proposed to be

made; including existing planning permissions; and to reflect existing built development.

Question 13

Do you agree with this approach to amending Development Limits? Why?

Green Belt

- 4.5 Core Strategy Policy SP3 confirms that any Green Belt review should ensure there is sufficient land available to meet development requirements throughout the plan period and identify safeguarded land to facilitate development beyond the plan period. The Core Strategy was adopted on the principle that a Green Belt review is likely to be necessary if sufficient deliverable and developable land outside the Green Belt cannot be found in accordance with the District's settlement hierarchy. There must be exceptional circumstances to justify any alteration of Green Belt boundaries.
- 4.6 We consulted on Green Belt issues as part of the initial consultation in 2014. As part of the 2015 focused engagement we published a Draft Stage 1 Green Belt report which set out the principles of any review if one were to take place.

What you told us:

Green Belt

- The importance of the Green Belt in protecting the openness of the countryside in parts of Selby District was widely acknowledged.
- The methodology was considered to follow best practice. However, there were concerns regarding the approach to defining the General Areas of Green Belt which resulted in some very large areas and some smaller areas being tested in the same manner. This lack of a finer grain assessment of the larger parcels of Green Belt land was considered to 'hide' significant differences in scoring of smaller parcels of land against contribution being made to the purposes of the Green Belt.
- Respondents highlighted that the use of landscape quality in assessing General Areas against Green Belt purposes 2 and 3 (preventing towns merging and safeguarding the countryside) is inappropriate. It is clear that Green Belt is not designated having regard to landscape quality and whilst landscape quality is clearly an important part of the site selection process, it should be carried out as a discrete exercise, completely separate from the Green Belt study.
- With regards to purpose 5 (assisting urban regeneration) it was highlighted that all Green Belt supports urban regeneration by the recycling of derelict and other urban land and therefore all Green Belt parcels should score well against this function.

- A number of comments provided specific locations where Green Belt boundaries should be altered or protected.

- 4.7 Given the amount of development that has already taken place and the availability of suitable sites for development within Development Limits outside Green Belt areas, it is not considered necessary or appropriate to carry out a District-wide Green Belt review in this plan period. This is because the number of completions and consents across many of the District's settlements has 'overtaken' the site allocation process in some respects and Sherburn in Elmet and the Designated Service Villages have already exceeded the minimum housing targets set out by the Core Strategy. On this basis, it is not considered that an exceptional circumstance exists to justify a District-wide review of the Green Belt boundary.
- 4.8 The Core Strategy states that in Tadcaster land ownership issues have limited the potential delivery of housing in an otherwise very sustainable location. It states that the sustainability of Tadcaster and its need for growth, together with the lack of available land, may constitute the exceptional circumstances necessary to undertake a Green Belt review. Please refer to Chapter 2 where issues relating to Tadcaster are discussed further.
- 4.9 Any localised review of the Green Belt will build on the work already undertaken as part of the Draft Stage 1 Green Belt Review and take into account consultation responses.

In summary:

- **We are not seeking to undertake a District-wide Green Belt review**
- **If exceptional circumstances are identified in relation to the need to identify development land within particular settlements in the hierarchy there may be localised reviews**

Safeguarded Land

- 4.10 The NPPF and Core Strategy Policy SP3 set out that the Local Plan should identify safeguarded land where necessary. Safeguarded land is land between the Green Belt and the Development Limits which has been removed from the Green Belt to consider through a local plan review if it is needed to meet development needs (for identified needs across all uses not just housing) beyond the plan period to ensure the permanence of the Green Belt. It is not allocated for development and should only come forward, if required, following a review of the Local Plan.
- 4.11 We consulted on Safeguarded Land issues as part of the Initial Consultation in 2014. As part of the 2015 focused engagement we published a Method Statement for identifying Safeguarded Land. The Method Statement suggested criteria for reviewing existing Safeguarded Land to determine whether it was still fit for purpose and criteria for identifying new Safeguarded Land, where

appropriate.

What you told us:

Safeguarded Land

- The majority of respondents recognised the need to identify Safeguarded Land to meet development needs beyond the plan period and to ensure that Green Belt boundaries do not need reviewing in the next plan period.
- A number of suggestions were provided regarding the appropriate amount of Safeguarded Land required and other issues that should be taken into account, as follows:
 - Consider the capacity of existing Safeguarded Land
 - There needs to sufficient Safeguarded Land to ensure that there is no need to review the Green Belt again in the next plan period
 - There should be enough for 25-30 years' worth of development needs
 - The amount allocated should be equivalent to 15 years of housing supply
 - Should utilise objective evidence for need, availability and delivery
 - A buffer should be provided for non-delivery of housing allocations
 - Enough land should be allocated for at least 10% of development needs
 - Enough land should be allocated for at least 20% of development needs
- A number of comments provided specific locations where Green Belt boundaries should be altered or protected.

4.12 In Selby District where the Green Belt areas are limited to the western and northern edges of the District, there are a number of saved safeguarded sites from the Selby District Local Plan (2005). These are in Sherburn in Elmet and in Hillam and have all been subject to assessment through the Site Assessment Methodology. Some of these have been subject to recent planning permissions or pending planning applications for residential development. This raises the question of whether the Site Allocations Local Plan should allocate further Safeguarded Land.

4.13 The level of housing and employment development which has occurred and is planned in Sherburn in Elmet and the Designated Service Villages since the beginning of the plan period indicates that there is unlikely to be an exceptional circumstances case to justify the removal of land from the Green Belt in these settlements for safeguarding purposes.

- 4.14 The situation in Tadcaster is complex. The availability and deliverability of the majority of sites identified in Tadcaster is uncertain; a point previously addressed by the Core Strategy Inspector. However, the consideration of whether to allocate Safeguarded Land, needs to be measured against the requirements set out in Policies SP3 (the settlement hierarchy) and SP6 of the Core Strategy (which requires the allocation of land in two phases capable of delivering up to 1,000 dwellings) and SP13 (employment). There may not be sufficient justification to remove land from the Green Belt to safeguard it for future use.
- 4.15 These issues will be considered if it transpires that a localised review of Green Belt boundaries is proposed in order to accommodate the identified development needs - for the range of uses.

In summary:

- **The circumstances indicate that it is unlikely that the Local Plan will designate any further areas of Safeguarded Land.**
- **However, any alterations to Green Belt boundaries for the purposes of allocating land for development in this plan period or safeguarding land in order to meet longer-term development needs, stretching well beyond the plan period, will be considered through any localised Green Belt review.**

Critical Infrastructure

- 4.16 The Core Strategy recognises that it is important that the infrastructure to support new development is provided alongside the new homes and jobs or other uses.

What you told us:

- Respondents raised the need to ensure that new development is accompanied by associated infrastructure as there are existing capacity problems, especially with junctions/highways/parking; schools; drainage/sewerage/flooding; public transport and broadband/4G coverage. Local infrastructure requirements were identified in specific settlements.
- A wide range of respondents also provided comments and support for updating the Infrastructure Delivery Plan. It was also noted that more detailed planning is required around housing and population growth to understand the infrastructure implications.

- 4.17 The Council is developing its Infrastructure Delivery Plan (IDP) [add hyperlink](#) as part of the Site Allocations Local Plan process working with service providers. Knowing where development is to take place will enable better infrastructure planning – for example for schools and health facilities as well as transport and recreation open space. Assessing the ‘cumulative’ demands and needs for all types of infrastructure for all developments is crucial.

- 4.18 We will continue to work with infrastructure providers and communities including parish councils to ensure we are aware of existing services and facilities and are able to identify any emerging needs.
- 4.19 Any new allocations will include requirements for any related critical infrastructure needs to be provided. At this stage we are not aware of any need for particular infrastructure schemes or proposals which need to be allocated.

Question 14:

What do you consider to be the key local infrastructure requirements and why?

Formal Sports Pitch Provision

- 4.20 Sport and recreation can make an important contribution to the health and well-being of communities. National planning Policy states that planning policies should be based on robust and up-to-date assessments of the needs for sports facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of sports facilities in the local area. Information gained from the assessments should be used to determine what sports provision is required.
- 4.21 In order to assess the need for formal sports provision in the District, the Council commissioned the Outdoor Sports and Playing Pitch Strategy (April 2016) [add hyperlink](#) and the Indoor Sports Facilities Strategy (April 2016) [add hyperlink](#). These studies assessed the quantity in provision against need, the quality of existing provision and the accessibility of provision, of swimming pools, sports halls, cricket, hockey, football, rugby and rugby league pitches and tennis courts.
- 4.22 Overall, the studies found that the quantity of provision exceeded demand for most types of formal sports provision in the District, that the accessibility of leisure and sports was good and that the quality of existing leisure and sports provision was generally good. However the following deficits in provision against demand were identified:
- Six additional football pitches are likely to be required overall up to 2027, at those clubs identified as already at capacity.
 - The existing Rugby Union club in Selby needs to expand with extra training facilities needed.
 - There is an additional need for one extra rugby league training pitch.
- 4.23 Only one site has been submitted to the Council for consideration as leisure and recreation use allocation in the plan and this is in a rural location (Fairburn). It may therefore be appropriate for the Site Allocations Local Plan to consider identifying extra sites for formal sport uses to meet the needs identified in the two evidence base studies if suitable, available and deliverable sites can be secured.

Question 15:

How should the Site Allocations Local Plan deal with the need for formal sports pitches up to 2027?

Are you aware of a specific proposed scheme?

Do you have a site which could be used for a playing pitch use you would like to submit for allocation in the Site Allocations Local Plan?

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List of Appendices

Appendix 1: Site Assessment Summaries (for each Settlement)

Appendix 2: Settlement Maps (showing all sites*)

**Note: Individual site location plans are also available on the website*

List of Evidence Base Documents

A range of technical evidence base reports are already published on the website from both the Initial Consultation 2014/2015 and the Further Focused Engagement 2015

Those studies have informed the Pool of Sites Consultation and will continue to inform the preparation of the Site Allocations Local Plan going forward and remain valid.

In addition the following are referred to in this document and are already published on the Council's website:

- Strategic Housing Land Availability Assessment, July 2017
- 2017-2022 Five Year Housing Land Supply Report, July 2017

Some reports have been updated and there are some additional documents. These are all also now available to view and download from the website.

These are:

- Site Assessment Methodology, September 2017
- Individual Site Profiles, 2017
- Draft Habitats Regulations Assessment, 2017
- Landscape Character Settlement Study, October 2015
- Outdoor Sports and Playing Pitch Strategy, April 2016
- Indoor Sports Facilities Strategy, April 2016
- Traveller Needs Assessment (TNA), 2016

GLOSSARY and Abbreviations

This glossary explains some of the words and terms and abbreviations used in this document.

Term	Abbreviation	Description
Allocations		Sites identified for new development for specific land uses to meet the known requirement over the plan period. Sites allocated for development still require planning permission before they are developed.
Authorities Monitoring Report	AMR	An annual report which assesses progress towards targets and the effectiveness of the policies set out in this document.
Availability		A site is considered available for development where on the best information available there is confidence that there are no legal or ownership barriers to its development. Existence of a planning permission does not necessarily mean that the site is available. This is based on the definition in Planning Guidance
Community Infrastructure Levy	CIL	A levy which allows us to raise funds from owners or developers of land undertaking new building projects in the District.
Core Strategy		This document forms part of the Local Plan and sets out the overall vision, objectives and policies to guide development and change in the District. The Core Strategy Local Plan was adopted in October 2013. PLAN Selby is linked to the Core Strategy and must comply with it.
Deliverable		To be considered deliverable, sites should be available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within five years and in particular that development of the site is viable. Sites with planning permission should be considered

		deliverable until permission expires, unless there is clear evidence that schemes will not be implemented within five years.
Designated Service Villages	DSVs	Limited growth will be allowed within these villages to meet local needs (as defined under Policy SP2 of the Core Strategy). These are the villages with the largest populations and the best range of facilities.
Development limits		These are the boundaries between settlements and the open countryside which establish where relevant policies apply. They have been defined for the Principal Town, each Local Service Centre, the Designated Service Villages and the Secondary Villages within the District.
Duty to Cooperate	DTC	The duty to cooperate seeks to ensure that local planning authorities lead strategic planning effectively through their Local Plans, addressing social, environmental and economic issues that can only be addressed effectively by working with other local planning authorities beyond their own administrative boundaries.
Employment Land Review	ELR	This document examines the socio-economic nature of Selby district, undertakes commercial market analysis, and assesses the supply of employment land within the district in order to make specific policy recommendations detailing the required quantum of employment land for the district, as well as the most suitable areas for this.
Five Year Housing Land Supply	5YHLS	The National Planning Policy Framework states that in order to boost the supply of housing, local planning authorities have to identify and update a supply of specific deliverable housing sites to provide five years' worth of housing against the identified housing requirements as set out in the Core Strategy.
Flood Risk		Flood risk refers to the probability of river flooding ignoring the presence of flood defences.
Floodplain	FZ3b	Generally low-lying areas adjacent to a watercourse, tidal lengths of a river or the sea, where water flows in times of flood or would flow

		but for the presence of flood defences.
Green Belt		<p>Areas of land around certain cities, towns and large built-up areas where the aim is to keep them permanently open or largely undeveloped. The purposes of the green belt is to:</p> <ul style="list-style-type: none"> • check the unrestricted sprawl of large built-up-areas; • prevent neighbouring towns from merging; • safeguard the countryside from encroachment; • preserve the setting and special character of historic towns; and • assist urban regeneration by encouraging the recycling of derelict and other urban land <p>Green Belts are defined in the Core Strategy and the detailed boundaries will be shown on the Policies Map.</p>
Greenfield		An area of land that has not been previously developed including agricultural buildings and garden land.
Habitat Regulations Assessment	HRA	The assessment tests the impacts of the plan or proposal on nature conservation sites of European importance and is a requirement under EU legislation.
Housing White Paper		Titled: “Fixing our Broken Housing Market” February 2017. This sets out reforms the Government plans to introduce to increase the supply of housing.
Infrastructure		Basic services necessary for development to take place, for example, roads, electricity, sewerage, water, education and health facilities.
Infrastructure Delivery Plan	IDP	This document outlines the presence of and the planned delivery of infrastructure for the district. It identifies the scale of infrastructure investment required to accommodate the Core Strategy aspirations for sustainable growth.
Local Planning Authority	LPA	The statutory authority (Selby District Council) whose duty it is to carry out the planning function for its area.

Local Service Centre	LSC	Sherburn in Elmet and Tadcaster are defined as local service centres serving localised catchments (see Policy SP2 of the Core Strategy).
Market town studies	MTS	The market town studies provide a summary of the aims and objectives that have emerged from the focused Market Town engagement undertaken in 2015, including a strategy for delivering these aims and objectives.
National Planning Policy Framework	NPPF	This framework sets out the government's planning policies for England and how these are expected to be applied.
National Planning Practice Guidance	NPPG	Online guidance updated by central government to support the NPPF.
North Yorkshire County Council	NYCC	North Yorkshire County Council are the 'top-tier' authority responsible for providing services across District Councils in North Yorkshire, including Selby, such as education, highways and minerals and waste.
Previously Developed Land		Previously developed land which is or was occupied by a permanent structure, including the curtilage of the developed land and any associated fixed surface infrastructure.
Principal Town		Selby is defined as a principal town and will be the focus of growth due to being the most sustainable location within the district (see policy SP2 of the Core Strategy).
Recreation Open Space		All space of public value, including public landscaped areas, playing fields, parks and play areas, and also including not just land, but also areas of water such as rivers, canals, lakes and reservoirs, which can offer opportunities for sport and recreation or can also act as a visual amenity and a haven for wildlife.
Retail and Leisure Study		The study provides an assessment of retail, commercial and leisure needs up to 2027. It also assesses deficiencies in current provision and the capacity of existing centres to accommodate new development.

Safeguarded Land		Safeguarded land is defined in the National Planning Policy Framework as land between the urban area and the Green Belt identified in order to meet longer-term development needs stretching well beyond the plan period.
Selby District Council	SDC	Local planning authority for the District of Selby.
Selby District Local Plan	SDLP	<p>Current District wide Local Plan which was adopted in 2005 and includes policies for the use and development of land. Many SDLP policies have been saved by Direction of the Secretary of State in 2008 until replaced by new local plan policies. Some have already been replaced by CS.</p> <p>The site allocations policies in the SDLP will be replaced by policies in the Site Allocations Local Plan when adopted. All other remaining ones will remain in place until replaced by further Local Plan documents.</p>
Self-build/ Custom build homes		The construction of self-build homes are directly organised and designed by an individual. Custom build homes are where individuals work with a developer to help deliver their home.
Site Allocations Local Plan	SALP	This document will identify sites to ensure that sufficient land is available in the right locations to meet the growth targets set out in the Core Strategy. In particular, sufficient employment and housing land and infrastructure is needed to cover the period to 2027, in accordance with the vision, spatial strategy and strategic policies set out in the Core Strategy.
Site Assessment Methodology	SAM	This document provides a detailed framework for how potential site allocations have been assessed in order to determine their suitability based on numerous factors.
Strategic Environmental Assessment	SEA	Part of the sustainability appraisal specifically covering the impact on the environment.
Strategic Housing Land Availability	SHLAA	A SHLAA is a technical exercise to assess the amount of land that could be made available for housing development. It is part of the evidence

Assessment		base that will inform the plan making process.
Strategic Housing Market Assessment	SHMA	This study assesses the housing needs of the District including need for affordable housing and tenure, types, sizes.
Sustainability Appraisal	SA	This document details how preparation of the Local Plan will promote sustainable development by assessing the extent to which the emerging plan, when judged against reasonable alternatives, will help to achieve relevant environmental, economic and social objectives.
Traveller Needs Assessment	TNA	This assessment provides up to date evidence about the accommodation needs of gypsies and travellers and showmen in the District up to 2027.
Viability		Allocated sites and development are required to be viable, that is the cost of development of a site should provide a competitive return to a willing landowner and developer. These requirements should be born in mind when considering obligations and Policy requirements that might apply to a particular site.

Pool of Sites Consultation Document

Appendix 1: Site Assessment Summaries



The Site Summary tables below have been colour coded to identify which category the site falls into – that is to show their status in the Site Assessment Methodology process:

Red: Failed the initial sift

The site has a fundamental constraint according to stage 1 of the SAM.

Yellow: Residential may not be required

This applies to sites submitted for housing in a settlement that has met its Core Strategy minimum housing target.

Blue: Permission

Site has an extant planning permission, as of the 31st of March 2017.

Green: Potential site

Sites that are not subject to one of the three factors described above and remain as options to consider as potential new allocations in those areas of the district where allocations are required.

The Individual Site Profiles (which give more detailed information about the site assessments) are provided in a separate technical report.

All the sites presented within this document are for consultation purposes only. None are being given any status at this stage. Inclusion of a site in the “Pool of Sites” is not a material consideration for development management decisions. The Council has not made any decisions yet on any site allocations. This will come later at the Publication draft plan stage next year.

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The Market Towns

Selby					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
SELB-A	0.62	Land North of Meadway, Selby	Potential Residential	Greenfield site partly within development limits. Good accessibility by public transport and to employment areas but limited access to key services. Wholly within Flood Zone 3a. Access may not be possible except over 3rd party land. No viability study undertaken, but the promoter has developed the adjacent land to the south, so has good knowledge of the ground conditions, drainage and infrastructure are available for connection from the adjacent site. Possible flood mitigation measures may add to costs	20
SELB-AA	24.20	Potter Logistics, Barlby	Potential Residential	Brownfield site in employment use within development limits. Good accessibility by public transport and to employment areas but limited access to key services. Within Flood Zone 3a and contamination risk on site. Possible flood mitigation works measures may add to costs.	726
SELB-AB	0.58	Council Depot, Barlby Road, Barlby	Potential Residential	Brownfield site within development limits, currently Council Depot. Good accessibility by public transport and to employment areas but limited access to key services. Within Flood Zone 3a and contamination risk on site. No impact on availability from existing land use. A viability study was undertaken, flood mitigation will impact on viability, as will demolition and site clearance.	26
SELB-AC	42.40	Olympia Park, Barlby Road, Barlby	Mixed use Permission	Major site, largely greenfield. Planning permission for mixed use inc. 863 dwellings (2012/0541/EIA). Good accessibility by public transport and to employment areas and key services with good national accessibility to the road and rail network. Within Flood Zone 3a and contamination risk on site. The gaining of a planning permission by a developer is some indication that the site is economically viable to the housing market, however assessed as unlikely to be delivered in the first 5 years of the plan period by an inspector in appeal APP/N2739/W/16/3144900.	863

				Selby District Council and North Yorkshire County Council are currently investigating options for progressing the Olympia Park site with the owners of the site. At this stage there is no firm timescale for the submission of a reserved matters application.	
SELB-AD	3.74	Land to West of Selby Business Park, Selby (Brayton Parish)	Potential Residential	Greenfield site within development limits in a landscape highly sensitive to development. Good accessibility by public transport and to the A63 and employment areas but no access to local services. Majority of site within Flood Zone 2, with smaller area of Flood Zone 3a. Site is within 500m of a SINC and within 800m of WWTW. An economic viability appraisal has been submitted in support of the sites inclusion. There will be abnormal costs relating to development of the land, including restricting the surface water discharge, dealing with the water main that runs through the site in relation to the foundations of some of the buildings.	168
SELB-AE	3.35	BOCM, Barlby Road, Barlby	Employment Permission	Brownfield site within development limits. Good accessibility to public transport and good sub-regional accessibility to the road and rail network. Site within Flood Zone 3a and adjacent to potential contaminated land. Planning permission for employment use. The gaining of a planning permission by the land owner is an indication that the site is viable. Permission is linked to the wider redevelopment of the BOCM site.	N/A
SELB-AG	7.52	Rigid Group Ltd, Denison Road, Selby	Residential Permission	Brownfield site within development limits. Good accessibility by public transport and to employment areas with reasonable access to key services. High contamination risk. Majority of site within Flood Zone 3a, with remainder in Flood Zone 2. Planning permission for mixed use. The owners of the site plan to submit a revised scheme in the summer of 2017 for a higher number of units which they consider to be viable and attractive to the market.	302
SELB-AH	0.23	Former Tiles Warehouse And Tyre Depot, Gowthorpe, Selby	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	9
SELB-AI	0.40	Brooklands, Leeds Road, Selby	Residential Permission	Largely brownfield site within development limits. Planning permission for 16 apartment residential care home. Good accessibility by public transport and to employment areas with reasonable access to key services. Brooklands is a listed building. Whole of site within Flood Zone 3a.	16

SELB-AK	14.41	Phases 4A,4B,4C,4D,4E, Staynor Hall Development, Bawtry Road	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	340
SELB-AL	0.16	Bridge Wharf, Ousegate	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	6
SELB-AO	7.42	Land At Holme Lane, Coupland Road, Selby	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	42
SELB-AQ	0.01	Westmill Foods, The Quay, Selby	Employment - Failed Initial Sift	Failed initial sift: Under Core Strategy policy SP13 size threshold.	N/A
SELB-AR	0.64	Council waste depot at the end of Prospect Way	Potential Mixed Use	Brownfield site within development limits. Good accessibility to public transport and employment areas with reasonable access to key services. Risk of contamination and site is within HSE outer blast zone. Site is split between Flood Zone 2 and 3a. Possible flood mitigation measures may add to costs.	16
SELB-AW	1.95	East of Bawtry Road, Selby	Employment Permission	Greenfield site within development limits with existing employment permission. Good access by public transport and good sub-regional access to the road and rail network. Site within 500m of SINC and 800m of WWTW. Whole site within Flood Zone 3a. Lidl and Marston have expressed an interest in developing the site (they are involved with the applications). Application ref: 2016/1217/FUL & 2016/1272/FUL contain a number of supporting documents that may be of use in respect of assessing the development of this site's potential impact upon protected species and the historic environment. The existing land drain has to be relocated but this factored into the application submission.	N/A
SELB-AX	37.10	Olympia Park, Barlby	Potential Employment	Greenfield site within development limits, proposed for employment, on grade 1 agricultural land. Good accessibility by public transport and good sub-regional access to the road and rail network. Within Flood Zone 3a. Within 800m of WWTW and 5km of Skipwith Common SAC. Site has had enquiries received from developers. Access already built into site. Flood mitigation measures may add to costs.	N/A

SELB-AZ	2.29	Former Civic Centre, Portholme Road, Selby	Potential Mixed Use	Largely brownfield site occupied by vacant offices within development limits. Good accessibility by public transport and to employment areas and key services. Mix of Flood Zone 2 and 3a on site and potential contamination risk. Possible flood and contamination mitigation measures may add to costs.	40
SELB-B	14.20	Industrial Chemicals Ltd, Canal View, Bawtry Road, Selby	Potential Residential	Part brownfield site in development limits (chemical works). Good accessibility to public transport, employment areas and key services. Risk of contamination and within HSE inner blast zone. Majority of site within Flood Zone 3a, remainder in Flood Zone 2. A planning application is currently being worked up for the residential redevelopment of the chemical works site and the undeveloped land to the south of the chemical works. As part of this, an extensive amount of work has been undertaken to date, including, but not limited to: ecological surveys, flood risk assessment, heritage assessment, ground conditions testing, and masterplanning. A number of abnormal costs are likely to be incurred in developing this site; these include: Remediation associated with the existing and past use as a chemical processing plant, demolition and relocation of the existing commercial operation and flood mitigation measures.	298
SELB-BA	0.41	Vivars Way, Canal Road, Selby	Potential Employment	Greenfield site within development limits. Good accessibility to public transport and good local accessibility to the road and rail network. Whole site within Flood Zone 3a. Possible flood mitigation measures may add to costs.	N/A
SELB-BC	0.63	Former Gas Holders, Prospect Way, Selby	Potential Employment	Brownfield site within development limits. Good accessibility by public transport and good national accessibility to the road and rail network. Partly within HSE outer blast zone and likely to be contaminated. Decontamination works will be required dependent upon end use. Whole of site within Flood Zone 3a.	N/A
SELB-BD	26.40	Land west of Foxhill Lane, Brayton	Potential Residential	Greenfield site outside, but adjacent, development limits. Grade 2 agricultural land within an existing Strategic Countryside Gap. Good accessibility by public transport and to employment areas and key services. Site is within Flood Zone 2. A range of technical appraisals have already been carried out to support the continued promotion of the site through the emerging local plan process. The technical assessments that have been carried out to-date have not flagged up any overriding constraints which would prevent the site from being delivered in the short term or undermine a schemes viability. The overall viability of a scheme will however need to be subject to its own assessment at an appropriate time.	554

SELB-BE	6.19	Land between Baffam Lane and Selby Canal, Brayton	Potential Residential	Greenfield site outside, but adjacent to, development limits in a landscape highly sensitive to development. Grade 2 agricultural land within existing Strategic Countryside Gap. Good accessibility to public transport, employment areas and key services. Mix of Flood Zone 2 and 3a within the site. Site is within 800m of WWTW. Site subject to an agricultural tenancy. Owner can serve a Case B 'Notice to Quit'. Viability will depend on form and layout of any site. However the size of the site and proximity to existing serviced development indicates that a viable scheme will be achievable.	173
SELB-BF	4.96	Land north of Brayton Bridge, east of canal, Selby	Potential Residential	Greenfield site outside development limits in a landscape highly sensitive to development. Grade 2 agricultural land within existing Strategic Countryside Gap. Good accessibility to public transport and employment areas but limited access to key services. Site is within 800m of WWTW and adjacent to SINC. Predominantly Flood Zone 2 with remainder of site Flood Zone 3a. Possible flood mitigation works measures may add to costs. Site subject to an agricultural tenancy. Engagement with site promoters has shown no viability issues.	223
SELB-BG	0.31	Rear 13 Cedar Crescent	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	1
SELB-BH	0.41	Old Maltings Site, Ousegate	Potential Residential	Brownfield site within development limits. Good access to public transport, employment areas and key services. Potential impact upon adjacent Listed buildings and conservation area. Potential contaminated site within Flood Zone 2.	18
SELB-BI	5.44	Land at Carr Street / Denison Road, Selby	Potential Residential	Brownfield site within development limits. Good access to public transport and employment areas with reasonable access to key services. Potential contamination on site. Within Flood Zone 3a. Possible flood mitigation measures may add to costs.	218
SELB-BL	0.64	Police Building south of Portholme Road	Potential Mixed Use	Largely brownfield site within development limits. Good access to public transport, employment areas and public transport. Site is split between Flood Zone 2 and 3a. Possible flood mitigation measures may add to costs.	11
SELB-BO	0.74	Land west of Shipyard Road	Potential Residential	Brownfield site within development limits. Good access by public transport and to employment areas and key services. Potentially contaminated site within Flood Zone 3a. Multiple ownership with existing tenants with 6 months' notice required. Studies conducted for drainage feasibility, utilities searches, topographic surveys and highway impact assessments for part of the site. Demolition and site clearance/decontamination costs.	23

SELB-BQ	0.15	21-23 Brook Street	Residential Permission	Brownfield site close to town centre. Good access to public transport, employment areas and key services. Within Brook Street & Armoury Road conservation area and within Flood Zone 2. The gaining of a planning permission by a developer is some indication that the site is economically viable to the housing market.	9
SELB-BR	9.09	Land East of Flaxley Road, Selby	Residential Permission	Greenfield site outside, but adjacent to, development limits with planning permission for 200 dwellings. Good access to public transport and to employment areas with reasonable access to key services. Predominantly Flood Zone 2 with remainder of site in Flood Zone 3a. Potential impact on SSSIs due to scale of development - consultation with Natural England required. Impact on existing Listed Building assets on site to mitigate. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	202
SELB-BS	4.53	Phase 3E, 3F, 3G, Staynor Hall, Abbots Road, Selby	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	90
SELB-BT	6.83	Land at Selby Common	Potential Residential	Greenfield site outside development limits within the countryside on grade 2 agricultural land. Good accessibility by public transport and to employment areas but limited access to key services. Whole of site within Flood Zone 3a. Potential impact upon SSSI based on size of development. Site subject to a business farm tenancy which is renewed annually every September. Engagement with site promoters has shown no viability issues.	191
SELB-BU	0.75	Land south of Oakney Wood Drive	Employment Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	N/A
SELB-BV	0.06	Friendship Inn, 58 Millgate, Selby	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	6
SELB-BW	4.48	Selby Train Station	Potential Mixed Use	Brownfield site within development limits. Good access to public transport, employment areas, local services and good national accessibility. Part of site is Flood Zone 3a, but mostly on Flood Zone 2 (half protected from flood defences.) Site contains and is adjacent to listed buildings and is within a conservation area. Potential contaminated land on site. Site is in multiple ownership. The main land holders support the redevelopment of their land in order to achieve an improved	N/A

				station. Other areas of land will need to be purchased to realise the full scope of the redevelopment of the station and its surrounding areas. The Council will cost the project once the scope and scale of works to be taken is more clearly defined. The costs will include the purchase of some areas of land around the station.	
SELB-C	0.75	Land at Canal View, Bawtry Road, Selby	Potential Residential	Brownfield site occupied by derelict houses within development limits. Good access to public transport, employment areas and key services. Part of site in middle and outer HSE Blast Zones and the site has potential to be contaminated due to neighbouring chemical works. Majority of site is within Flood Zone 3a, with the remainder in Flood Zone 2. A planning application is currently being worked up for the residential redevelopment of the chemical works site and the undeveloped land to the south of the chemical works. As part of this, an extensive amount of work has been undertaken to date, including, but not limited to: ecological surveys, flood risk assessment, heritage assessment, ground conditions testing, and masterplanning. A number of abnormal costs are likely to be incurred in developing this site; these include: Remediation associated with the existing and past use as a chemical processing plant, demolition and relocation of the existing commercial operation and flood mitigation measures.	20
SELB-D	4.20	Land at Bondgate, Selby	Potential Residential	Greenfield site outside, but adjacent to, development limits. Currently recreational open space with good access to public transport and employment areas with reasonable access to key services. Former landfill site likely to be highly contaminated. Majority of site within Flood Zone 2 with remainder in Flood Zone 3a. Possible decontamination and flood mitigation measures may add to costs. Multiple ownership but engagement with site promoters has shown no viability issues.	113
SELB-E	18.80	Holmes Field, South of Lordship Lane, Selby	Potential Mixed Use	Greenfield site outside, but adjacent to, development limits on grade 1 agricultural land. Site has good access to public transport, employment areas and key services. Whole of the site is Flood Zone 3a. Possible flood mitigation measures may add to costs. Engagement with site promoters has shown no viability issues.	329
SELB-F	14.10	Land East of Bondgate / Monk Lane, Selby	Potential Mixed Use	Greenfield site outside, but adjacent to, development limits on grade 1 agricultural land. Site has good access to public transport, employment areas and key services. Whole of the site is Flood Zone 3a. Possible flood mitigation measures may add to costs. Engagement with site promoters has shown no viability issues.	247

SELB-G	6.18	Land South of Wistow Road, Selby	Potential Residential	Greenfield site outside, but adjacent to, development limits. Site has good access to public transport and employment areas but limited access to key services. Site within Flood Zone 3a. Possible flood mitigation measures may add to costs. Engagement with site promoters has shown no viability issues.	173
SELB-I	23.21	Land at Cross Hills Lane, Selby	Potential Residential	Existing SDLP residential allocation (SEL/1). Greenfield site within development limits in a landscape highly sensitive to development. Good access by public transport and to employment areas and key services. Majority of site within Flood Zone 3a. Site under multiple ownership. and costs of flood mitigation measures and access construction to Meadway will adversely affect viability.	162
SELB-J	23.96	Land at Cross Hills Farm, Selby	Potential Residential	Greenfield site mostly outside development limits, in a landscape highly sensitive to development. Site is intersected by a major water pipeline. Good access by public transport and to employment areas but limited access to key services. Site is mostly within Flood Zone 3a, with the remainder in Flood Zone 2. Various studies have been undertaken which demonstrate development of the site is viable. Multiple owned site promoted by single land promoter. There are no known constraints prior to development, although flood risk would need to be dealt with as part of development through drainage design and designing houses to accommodate any residual risk. A bridge from Leeds Road over Selby Dam would also be required as part of the initial construction phase, but this is not a barrier to development.	503
SELB-K	0.16	Land east of York Street, Selby	Mixed Use - Failed Initial Sift	Failed Initial Sift. Below site size threshold for both residential and employment.	N/A
SELB-L	0.38	Land at Beech Tree Surgery, Selby	Potential Residential	Brownfield site currently used as surgery within development limits. Good access by public transport and to employment areas and key services. Site falls within Flood Zone 2. Site promoted as a partnership. Opticians and pharmacy on site are subject to a short-term tenancy agreement. These would relocate with Doctors surgery. The site is in a desirable location on the northern edge of Brayton, which is accessible to the town centre and strategic highway network.	17
SELB-M	0.47	Land north of Portholme Road, Selby	Discounted Mixed Use	Discounted site: Not available within the plan period.	0
SELB-N	0.95	Land south of Portholme	Potential Mixed Use	Brownfield town centre site within development limits. Good access by public transport and to employment areas and key services. Flood Zone 3a and potential	24

		Road, Selby		contamination on site to remediate along with clearance costs. Development of the site would be linked to the development of the former Civic Centre Car Park which is currently operational as a public car park.	
SELB-O	0.34	Depot, New Millgate, Selby	Potential Residential	Brownfield site within development limits. Good access by public transport and to employment areas and key services. Site within Flood Zone 3a with potential for contamination on site to remediate. Site is in multiple ownership and is currently used a depot with relocation expected to take 5 years.	15
SELB-P	123.00	Land at Cross Hills Lane / Flaxley Road, Selby	Potential Residential	Greenfield site outside development limits. Good access by public transport and to employment areas but limited access to key services. Adjacent to a SINC. Majority of site is within Flood Zone 3a, with the remainder in Flood Zone 2. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs.	2583
SELB-Q	9.12	Land West of Bondgate, Selby	Potential Residential	Greenfield site outside, but adjacent to, development limits. Good access by public transport and to employment areas but limited access to key services. Majority of site within Flood Zone 3a. Potential impact upon SSSI dependent upon scale of development. Site promoted in partnership and the work undertaken to date confirms there are no known constraints or abnormal costs to development other than dealing with flood risk. Land is not actively marketed as developer partners have already been identified. Flood risk would need to be dealt with as part of development through drainage design and designing houses to accommodate any residual risk.	255
SELB-S	0.68	Back Micklegate Car Park, Selby	Discounted Mixed Use	Discounted site: Not available within the plan period.	0
SELB-T	1.60	Land north of Brayton Lane, south of bypass, Selby	Potential Residential	Greenfield site outside development limits. Good access by public transport and to employment areas but limited access to key services. Site is mostly within Flood Zone 1 with the remainder of the site in Flood Zone 2. Site is within 500m of a SINC and 800m of a WWTW. Multiple Ownership. Agricultural land subject to tenancy but engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	50
SELB-U	1.49	Land south of Brayton Lane, Selby	Potential Residential	Greenfield site outside development limits. Good access by public transport and to employment areas but limited access to key services. Site is mostly within Flood Zone 1 with the remainder of the site in Flood Zone 2. Site is within 500m of a SINC and 800m of a WWTW. Agricultural land subject to tenancy but engagement with	47

				site promoters has shown no viability issues.	
SELB-V	0.83	Hawthorne House, Selby Common	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
SELB-W	31.67	Land between Flaxley Road and Cross Hills Lane, Selby	Potential Residential	Greenfield site outside, but adjacent to, development limits. Good access by public transport and to employment areas and key services. Site is mostly within Flood Zone 3a. A detailed and extensive Flood Risk Assessment was carried out on a larger area of land to the north west of Selby as part of an informal promotion by the land promoter acting for the multiple owners of the site. Site has been marketed and has had developer interest.	665
SELB-X	7.72	Greencore, Barlby Road, Barlby	Potential Residential	Mainly brownfield site mostly within development limits, currently in use as a food manufacturing site. Good access by public transport and to employment areas and key services. Site is entirely in Flood Zone 3a with potential contamination to remediate. The site is partly within the Barlby Strategic Countryside Gap. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs.	309
SELB-Y	0.57	Land at Magazine Road, Barlby	Potential Residential	Partially brownfield site within development limits. Good access by public transport and to employment areas but limited access to key services. Entirely in Flood Zone 3a with potential contamination to remediate. Possible flood mitigation measures may add to costs. Engagement with site promoters has shown no viability issues.	26
SELB-Z	5.42	Land between A19 and A63 Bypass, Barlby	Potential Residential	Greenfield site within development limits on grade 1 agricultural land. Good access by public transport and to employment areas but limited access to key services. Entirely in Flood Zone 3a with potential road noise problems. Current pending application for residential development on site. Engagement with site promoters has shown no viability issues, however further work into flood mitigation being undertaken by the applicant. Possible flood mitigation measures may add to costs.	152

Sherburn in Elmet

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
SHER-A	3.47	Land at New Lennerton Lane, Sherburn In Elmet	Potential Employment	Predominantly greenfield site outside the development limits. This site has good local road and rail accessibility, but is poorly served by public transport. Site is within 800m of a WWTW and is mostly within Flood Zone 1 , with the remainder in Flood Zone 2 with a small area of Flood Zone 3a. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	N/A
SHER-AA	70.66	Gascoigne Wood Interchange (former Gascoigne Wood mine site), Sherburn In Elmet	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
SHER-AB	3.50	Land north of Lennerton Farm, Lennerton Lane, Sherburn In Elmet	Potential Employment	Greenfield site outside the development limits adjacent to Sherburn airfield. The site has good local road accessibility, but has limited accessibility by public transport. Site is within 800m of a Waste Water Treatment Works and part of the site lies within Flood Zone 2 or 3a, which would reduce its developable area. There is a PROW within the site which can likely be mitigated. The site has an agricultural tenancy with 1 years notice and flood risk may affect viability.	N/A
SHER-AD	0.06	Church View Car Park, Sherburn In Elmet	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
SHER-AE	2.84	Chapel Hill	Residential not required	Greenfield site outside development limits and within the Green Belt. The site has good public transport accessibility and to key services with reasonable access to employment areas. Majority on Flood Zone 1 with a small area of Flood Zone 3a to the north. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	80
SHER-AF	1.45	White Cottage Nurseries	Residential not required	Mixed (greenfield/brownfield) site located outside the development limits, within the Green Belt and within a Locally Important Landscape Area designation (SDLP).	41

				Good accessibility to key local services and by public transport with reasonable access to employment areas. Potential impact upon nearby heritage assets. Wholly within Flood Zone 1. No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	
SHER-AG	12.20	Land south of Sherburn High School	Residential not required	Greenfield site outside, but adjacent to, development limits within the Green Belt and within a designated Locally Important Landscape Area (SDLP). Site has good public transport accessibility and to employment opportunities with limited access to key services. Site is wholly within Flood Zone 1 and adjoins a SSSI which will likely require mitigation to reduce potential harm. No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	256
SHER-AH	1.70	Land south of Athelstan Primary School	Residential not required	Greenfield site outside, but adjacent to, development limits and located within the Green Belt and also located in an area designated as a Locally Important Landscape Area (SDLP). Site has good accessibility by public transport and reasonable access to key services and employment areas. Wholly within Flood Zone 1. No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	48
SHER-AI	7.95	Land east of Milford Road	Residential not required	Greenfield site outside, but adjacent to, development limits and located in the Green Belt. Site has good public transport accessibility and reasonable access to employment areas and key services. Site is predominantly within Flood Zone 1 with some Flood Zone 3a to the east. Site also adjoins a SINC and mitigation measures likely to reduce impact. No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	223
SHER-AJ	1.30	Enterprise Park, Sherburn In Elmet	Potential Employment	Predominantly greenfield site outside development limits in an established employment area, as identified by the SDLP. It has previously been allocated as an employment development site in the SDLP. The site has good accessibility by public transport and to the national road network, although access will need to be taken either from the existing industrial estate or from the main road, which is separated from the site by a dyke. Approximately half of the site lies within Flood Zone 2 with the remainder in Flood Zone 1. Potential contamination on site from adjacent industrial uses. Site for specific occupier - access constraint means that site can only accommodate existing business expansion.	N/A
SHER-AK	6.21	Land southwest of Sherburn	Potential Employment	Greenfield site outside development limits immediately adjacent to an established employment area, as identified by the SDLP. The site is in multiple ownership and	N/A

		Airfield		access will need to be taken from the industrial estate located to the north. Limited access by public transport and local accessibility by the road and rail network. Wholly within Flood Zone 1. Site has not been marketed.	
SHER-AL	44.00	Land west of Hagg Lane, Sherburn In Elmet	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
SHER-AM	22.90	Land east of A162, Sherburn In Elmet	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
SHER-AN	3.88	Land south east of Carousel Walk, Sherburn In Elmet	Residential Permission	Greenfield site within the development limits with consent for residential development on a residential allocation in the SDLP. Good accessibility by public transport and to key services and reasonable access to employment areas. Wholly within Flood Zone 1 and adjacent to a SINC which would likely require mitigation to reduce impact. Engagement with site promoters has shown no viability issues.	93
SHER-AO	4.70	Land east of low Street, Sherburn In Elmet	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	54
SHER-AP	1.22	Old Vicarage, Church Hill, Sherburn In Elmet	Residential not required	Mixed (greenfield/brownfield) outside, but adjacent to, development limits in the Green Belt. The site has good public transport and accessibility to employment provision but limited access to key services. The site is located adjacent to a listed building (church) and within very close proximity an Scheduled Ancient Monument (site of King Athelstan's Palace). Wholly within Flood Zone 1. Development is likely to have a significant impact on the setting of this historic asset. Access to the site would need upgrading. Also potential to provide access via neighbouring site SHER-V. Site not marketed but engagement with site promoters has shown no viability issues.	34
SHER-AQ	0.11	37 Low Street Sherburn In Elmet	Residential Permission	Brownfield land within the settlement and development limits. The site has outline approval for residential development. Wholly within Flood Zone 1 and within 500m of a SINC. Good accessibility by public transport and to key services with reasonable access to employment areas. No impact on availability from existing land use and the gaining of a planning permission by a developer is some indication that the site is economically viable to the housing market.	7

SHER-B	0.07	66 Low Street, Sherburn In Elmet	Mixed Use - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
SHER-C	0.02	64 Low Street, Sherburn In Elmet	Mixed Use - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
SHER-D	0.04	58A Low Street, Sherburn In Elmet	Mixed Use - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
SHER-E	1.48	Land East of Sir Johns Lane, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits in the Green Belt and located within a designated Locally Important Landscape Area, as defined by the SDLP. The site has good accessibility to a range of key services and good public transport accessibility with reasonable access to employment areas. It is located close to a Scheduled Ancient Monument (site of King Athelstan's Palace) and is likely to have a significant impact on the setting of this historic asset. Wholly within Flood Zone 1. Engagement with site promoters has shown no viability issues.	41
SHER-F	2.33	Land West of Tadcaster Road/Finkle Hill, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits in the Green Belt and within a designated Locally Important Landscape Area, as defined by the SDLP. The site is well located in terms of public transport accessibility and proximity to key services and has reasonable access to employment areas. Wholly within Flood Zone 1. Engagement with site promoters has shown no viability issues.	65
SHER-G	2.66	Land North of Pinfold Garth, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits and a safeguarded land designation (SDLP). Approximately half of the site lies within Flood Zone 2, with the remainder in Flood Zone 1. Good accessibility by public transport and reasonable access to employment but limited access to key services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	74
SHER-H	17.90	Land adjacent to Prospect Farm, Low Street, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. The Site is designated as Safeguarded Land in the SDLP. Good accessibility by public transport, employment areas and key services. Site is located adjacent to a potential SINC and the site is mostly within Flood Zone 1, with a small portion in Flood Zone 3a. Engagement with site promoters has shown no viability issues although possible flood mitigation measures may be required if development takes place on small	376

				area of Flood zone 3a which may add to costs.	
SHER-I	6.79	Land West of A162, Sherburn In Elmet	Residential not required	Greenfield site mostly within development limits on SDLP residential allocation. The eastern part of the site is located outside the settlement boundary, within a designated landscape buffer (SDLP). Good accessibility by public transport and reasonable access to employment areas but no access to key services. All of the site is located within Flood Zone 3a and within a potential SINC. Site under option to Redrow Homes Yorkshire and Persimmon Homes Yorkshire and engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	0
SHER-J	12.29	Land between Low Street and Moor Lane, Low Street,	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	163
SHER-K	4.84	Land Off Carousel Walk, Sherburn In Elmet	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	84
SHER-L	6.70	Land south of Saxton Way	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	100
SHER-M	8.26	Land West of Hodgsons Lane, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to development limits on safeguarded land designation (SDLP). The site has planning permission for residential development, subject to S106 agreement. Site is split between Flood Zone 1 and Flood Zone 2. There is no access at present - it could be created either via the A162 or via 3rd party land (SHER-G). Site has good accessibility by public transport and reasonable access to employment areas and key services. Enquiries received from developers and engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	231
SHER-N	0.50	Land East of Moorland Way, Sherburn In Elmet	Residential not required	Greenfield site within development limits. Good accessibility by public transport and employment areas but limited access to key services. Wholly Flood Zone 1. Site promoter's assessment indicates the site is viable for residential development and enquiries have been received from developers.	16

SHER-O	10.23	Land off Hodgsons Lane, Sherburn in Elmet	Residential Permission	Greenfield site with planning permission for residential development outside, but adjacent to development limits. Site is on safeguarded land designation (SDLP) and is partly within 500m of a SINC. Good accessibility by public transport and reasonable access to employment areas and key services. Wholly within Flood Zone 1. Site is currently being sold to a housebuilder and site is projected to begin during summer 2018. Engagement with site promoters has shown no viability issues although potential improvements to the access point would add to costs.	270
SHER-P	34.90	Land at Lennerton Lane, Sherburn in Elmet	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
SHER-Q	1.30	Land south of Church Meadow, Sherburn in Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. Allocated as safeguarded land in the SDLP and within a Locally Important Landscape Area (SDLP). The site has good accessibility by public transport and to employment areas with reasonable access to local services. Engagement with site promoters has shown no viability issues.	36
SHER-R	2.30	Land west of Garden Lane, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. Allocated as safeguarded land in the SDLP. Wholly within Flood Zone 1. The site has good accessibility to key services, public transport and employment opportunities. Engagement with site promoters has shown no viability issues.	64
SHER-S	0.07	Land at Highfield Green, Sherburn	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
SHER-T	25.00	Land South of Moor Lane Trading Estate, Sherburn In Elmet	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
SHER-U	3.10	Land South of Church Hill, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. Wholly within Flood Zone 1. Within the Green Belt and within a designated Locally Important Landscape Area designation. The site has good accessibility to public transport and employment provision but no access to local services. Large number of land owners on the site constitutes an insurmountable obstacle to its viability for development.	0

SHER-V	1.18	Land North of Church Hill, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. Wholly within Flood Zone 1. The site is within the Green Belt and Locally Important Landscape Area designation. The site has good accessibility to public transport and to employment opportunities but no access to local services. It is located reasonably close to an Scheduled Ancient Monument (site of King Athelstan's Palace) and development will have to ensure there is no negative impact on the setting of this historic asset. No impact on availability from existing land use.	33
SHER-W	4.99	Land North of Millcroft House, Garden Lane, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. Wholly within Flood Zone 1. The site is within the Green Belt and within a Locally Important Landscape Area. Good accessibility to public transport and employment opportunities and reasonable access to local services. The site has no direct access and no agreement is in place. Development of site would require a joint approach with adjacent site SHER-U. Potential contamination on site. Engagement with site promoters has shown no viability issues. Possible decontamination measures may add to costs.	140
SHER-X	2.65	Land South of Ellarfield Lane, Sherburn In Elmet	Residential not required	Greenfield site outside, but adjacent to, development limits. Wholly in Flood Zone 1. Site has good accessibility by public transport and to key local services and reasonable access to employment areas. The site was allocated in the SDLP as safeguarded land. Access would need to be created via adjacent site SHER-M or SHER-Y. Potential contamination on site but could be mitigated. Possible decontamination measures may add to costs. Engagement with site promoters has shown no viability issues.	74
SHER-Y	7.37	Land North of Ellarfield Lane, Sherburn In Elmet	Residential not required	Greenfield site outside development limits in the Green Belt. Site is wholly within Flood Zone 1. The site is well located in terms of accessibility to key services and public transport. New access would be needed to be created from A162. Potential contamination would require mitigation. Engagement with site promoters has shown no viability issues.	206
SHER-Z	2.53	Land West of Tadcaster Road, Sherburn In Elmet	Residential not required	Greenfield site outside development limits within the Green Belt. Site has good accessibility by public transport and to key services and reasonable access to employment areas. Majority of site is within Flood Zone 1, with the remainder in Flood Zone 3a. Its development would result in the loss of Grade 2 agricultural land. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	71

Tadcaster

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
TADC-A	16.60	Land North of Auster Bank View, Tadcaster	Potential Residential	Greenfield site outside of, but adjacent to, development limits in a landscape sensitive to development. Flood Zone 1. Access would require third party land. Site within Groundwater Protection Zones 2 and 3 and is likely to be located on contaminated land. Within 500m of a SINC. Good accessibility by public transport and good access to local services. Engagement with site promoters has shown no viability issues. A possible 3rd party land purchase may increase costs. Possible flood mitigation measures may add to costs.	349
TADC-AA	0.72	Fire Station & Police Station, Station Road, Tadcaster	Potential Residential	Brownfield site within development limits in Flood Zone 1. Site within Groundwater Protection Zone (zone 2). Good accessibility by public transport and reasonable access to local services and employment areas. Still in active use and considered to be not available in plan period.	0
TADC-AB	1.29	Land east of A162, Tadcaster	Potential Employment	Greenfield site within development limits in a landscape highly sensitive to development. Site is within a Groundwater Protection Zone (zone 2) and partly in Flood Zone 3a, with the remainder in Flood Zone 2. Site is also within 500m of a SINC. Site has good accessibility by public transport and to local services and good access to employment areas and the road network. Site has not been marketed and no viability assessment undertaken. Flood mitigation may affect viability.	N/A
TADC-AC	0.06	Sorting Office, Westfield Crescent, Tadcaster	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
TADC-AD	4.47	Barnado's Home, Wighill Lane, Tadcaster	Potential Residential	Greenfield site with planning permission on part of the site outside, but adjacent to, development limits in a landscape highly sensitive to development. Site partly within Groundwater Protection Zone (zone 2) and is situated within 500m of two SINC. Site is mostly within Flood Zone 1 with an area of Flood Zone 3a. The sites proximity to listed buildings has the potential to adversely affect their historic	0

				significance. Site has good accessibility by public transport and good access to local services and employment areas. Site under multiple ownership and availability is unknown.	
TADC-AE	0.95	Land at Hillcrest Court, Tadcaster	Potential Residential	Greenfield site within development limits. Within Flood Zone 1 and Groundwater Protection Zone (zone 2). Development would represent a loss of recreation open space. Site has good accessibility by public transport and good access to local services and employment areas. Availability of site is unknown and no viability assessment has been undertaken.	27
TADC-B	31.40	Land north of Kelcbar Hill, Tadcaster	Potential Residential	Greenfield site outside, but adjacent to, development limits in a landscape highly sensitive to development. Site is in the green belt, partly in Groundwater Protection Zone 1 and partly within Flood Zone 3a. Site contains a listed building and scheduled monument as well as a SINC. Land is likely to be contaminated but could be mitigated. Site has good accessibility by public transport and good access to local services. Site is subject to agricultural licences which will be surrendered as the site comes forward for development. Right of access over part of the site for access to Water Metering Station (YWS). Site promoters interested and have produced draft Technical Documents.	659
TADC-C	4.43	Land north of Kelcbar Close, Tadcaster	Potential Residential	Greenfield site outside, but adjacent to, development limits in a landscape highly sensitive to development. Site is in the Green Belt and within Groundwater Protection Zone (zones 1 & 2). Site is wholly within Flood Zone 1 and is partly within 500m of a SINC. Land is likely to be contaminated but could be mitigated. Site has good accessibility by public transport and to employment areas and reasonable access to local services. Site is subject to a tenancy which will vacate upon grant of planning permission. Site promoters Interested and have produced draft Technical Documents.	124
TADC-D	0.15	Land at Auster Bank Road, Tadcaster	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
TADC-E	0.35	Land at Edgerton Road, Tadcaster	Potential Residential	Mixed brownfield/greenfield site within development limits. Site in wholly within Flood Zone 1 and within Groundwater Protection Zone (zone 2). Site has good accessibility by public transport and to local services with reasonable access to employment areas. Engagement with site promoters has shown no viability issues.	10

TADC-F	0.09	Quaker Land east of Grange Crescent, Tadcaster	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
TADC-G	0.09	Rosemary House, Rosemary Court, Tadcaster	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
TADC-H	0.57	Chapel Street Car Park	Potential Mixed Use	Brownfield site within development limits. Site mostly within Flood Zone 1, with the remainder in Flood Zone 2, and partly within Groundwater Protection Zone (zones 1 & 2). Site is within a conservation area and development has the potential to adversely affect the historic significance of this. Site is situated within 500m of a SINC and the site is potentially contaminated. Site has good accessibility by public transport and to local services with reasonable access to employment areas. The site is currently owned and used as a car park by the Council, who have no current intention of developing the site for housing.	0
TADC-I	2.85	Land at Mill Lane	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	0
TADC-J	3.46	Land west of Inholmes Lane	Potential Residential	SDLP residential allocated greenfield site within development limits in a landscape highly sensitive to development. Site is wholly within Flood Zone 1 and partly within Groundwater Protection Zone (zones 1 & 2). Site has good accessibility by public transport and to employment areas with reasonable access to local services. Site allocated in the 2005 Selby District Local Plan (SDLP) and has not been brought forward for development by the landowner although engagement with site promoters has shown no viability issues.	0
TADC-L	0.21	46 Wighill Lane	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	4
TADC-M	8.97	London Road, Tadcaster	Potential Employment	Greenfield site within development limits allocated for employment development. Site is within Flood Zone 1 and partly within a Groundwater Protection Zone (zones 2 & 3). Site is within 500m of a SINC. Site has good accessibility by public transport and sub-regional access by road and rail. Site has not been marketed and is under multiple ownership.	N/A

TADC-N	0.35	Robin Hoods Yard, Kirkgate, Tadcaster	Potential Employment	Brownfield site within development limits in a landscape highly sensitive to development. Site has good accessibility by public transport but poor local accessibility to the road and rail network. Site is wholly within Flood Zone 3 and within Groundwater Protection Zone (zone 1). Site is within a conservation area and development has the potential to adversely affect its historic significance. Site is within 500m of a SINC. Public Rights of Way likely to be adversely affected and would require protecting/re-routing.	N/A
TADC-O	8.22	South of Garnet Lane	Potential Residential	Greenfield site outside, but adjacent to, development limits in the green belt. Site is in Flood Zone 1 and within a Groundwater Protection Zone (zone 2 & 3). Site has good accessibility by public transport and good access to local services and employment areas. Landowner has indicated site is available and engagement with site promoters has shown no viability issues.	230
TADC-P	13.80	North of Garnet Lane	Potential Residential	Greenfield site outside, but adjacent to, development limits in the green belt. Site is wholly within Flood Zone 1 and within Groundwater Protection Zone (zones 1 & 2). Site has good accessibility by public transport and to employment areas with reasonable access to key local services. Flood mitigation may add to costs.	290
TADC-Q	7.22	Land adjoining A64/A659, East Tadcaster	Potential Employment	Greenfield site outside development limits. Site is mostly within Flood Zone 1, with the remainder in Flood Zone 3a, and is also within a Groundwater Protection Zone (zone 3). Site has reasonable accessibility by public transport and good sub-regional access to the road and rail network. The site is partly within 500m of 2 SINC. No evidence of market activity but site likely to be attractive to the market given proximity to strategic road network and location within an established employment location.	N/A
TADC-R	13.60	Hargarth Field and Sunnyfield	Potential Residential	Greenfield site partially outside development limits. Site in Flood Zone 1 and within Groundwater Protection Zone (zones 2 & 3). Site has good accessibility by public transport and to key local services and reasonable access to employment areas. Site is within 800m of a WWTW and is potentially contaminated. Site has not been marketed.	286
TADC-S	0.78	Oxton Lane	Potential Residential	Greenfield site within development limits. Site is wholly within Flood Zone 1 and within Groundwater Protection Zone (zone 2). Site is within 800m of a WWTW. Site has good accessibility by public transport and to local services with reasonable access to employment areas. Site has not been marketed.	22

TADC-T	1.98	Stutton Road	Potential Residential	Greenfield site outside, but adjacent to, development limits in the green belt. Site is in Flood Zone 1 and within 500m of a SINC. Site has good accessibility by public transport and good access to local services with reasonable access to employment areas. No impact on availability from existing land use.	55
TADC-U	0.49	Bus Station	Potential Residential	Brownfield site within development limits in a landscape highly sensitive to development. Site is in Flood Zone 3a and within Groundwater Protection Zone (zone 1). Site is within a conservation area and adjacent to listed buildings and development has the potential to adversely affect their historic significance. Land is likely to be contaminated and is within 500m of a SINC. PROW within site would need to be re-routed or retained. Site has good accessibility by public transport and good access to local services with reasonable access to employment areas. In active use as bus station and car park, and viability would have to take into account cost of replacement provision.	14
TADC-V	0.28	Commercial Street	Potential Mixed Use	Brownfield site within development limits. Site is in Flood Zone 3a and within Groundwater Protection Zone 1. Site is within a conservation area and adjacent to listed buildings and development has the potential to adversely affect their historic significance. Land is likely to be contaminated and is within 500m of a SINC. Site has good accessibility by public transport and good access to local services with reasonable access to employment areas. Site under multiple ownership and promoted by all landowners. Only former garage available. Flood risk may affect viability.	5
TADC-W	2.42	Land west of St Joseph Street	Potential Mixed Use	Mixed greenfield/brownfield site within development limits. Site is in Flood Zone 1 and partly within Groundwater Protection Zone (zones 1 & 2). Site is within a conservation area and development has the potential to adversely affect its historic significance. Site is within 500m of a SINC. Development of the site would represent a significant loss of recreation open space and sports facilities. Site has good accessibility by public transport and good access to local services with reasonable access to employment areas. In active use for sports provision and viability would have to take into account cost of replacement provision.	42
TADC-X	1.93	Willow Farm, Doncaster Road, Tadcaster	Potential Employment	Greenfield site outside, but adjacent to, development limits in a landscape highly sensitive to development. Site is mostly within Flood Zone 2, with the remainder of the site in Flood Zone 1, and within a Groundwater Protection Zone (zones 2 & 3). Site is within 500m of two SINC's and land is likely to be contaminated. Site has	N/A

				good accessibility by public transport and sub-regional access to the road and rail network. Part of site has planning permission. Flood risk may affect viability.	
TADC-Y	6.56	Land adjacent to Grimston Grange Offices, Grimston Park Estate, Tadcaster	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A

The Designated Service Villages

Appleton Roebuck					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
AROE-A	0.75	North Hall Farm, Chapel Green, Appleton Roebuck	Residential not required	Greenfield site which lies outside, but adjacent to, development limits in a landscape area highly sensitive to development. Majority of site is within Flood Zones 2 & 3a and has potential to impact the adjacent Conservation Area. The site has reasonable accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	18
AROE-B	18.80	Land at Langton Lodge, Daw Lane/Broad Lane, Appleton Roebuck	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	338
AROE-C	1.70	Land at Villa Farm, Main Street, Appleton Roebuck	Residential not required	Greenfield site which lies outside the development limits in a landscape area highly sensitive to development. Site is in Flood Zone 1 and would require third party land to access the site. The site has reasonable accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	41
AROE-D	9.80	Land East of Colton Lane, Appleton Roebuck	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
AROE-E	17.80	Land West of Malt Kiln Lane, Appleton	Residential not required	Greenfield site which lies outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is mostly within Flood Zone 1 and has potential to impact the adjacent conservation area. Site would require	320

		Roebuck		third party land to access the site. The site has reasonable accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	
AROE-F	5.58	Land East of Malt Kiln Lane, Appleton Roebuck	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
AROE-G	5.22	Roebuck Barracks, Broad Lane, Appleton Roebuck	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
AROE-H	0.30	Land at Therncroft, Malt Kiln Lane, Appleton Roebuck	Residential not required	Mixed greenfield/brownfield site, located partly within development limits in a landscape area highly sensitive to development. Part of the site is within Flood Zone 2. The site has reasonable accessibility by public transport, good access to employment and good access to local services. Site is viable at this time. Possible flood mitigation measures may add to costs.	8
AROE-I	3.23	Land West of Northfield Avenue, Appleton Roebuck	Residential not required	Greenfield site which lies outside, but adjacent to, development limits in a landscape area highly sensitive to development. Half of the site is located within Flood Zone 2. The site has reasonable accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	78
AROE-J	0.56	Land rear of 15 Orchard Close, Appleton Roebuck	Residential not required	Greenfield site partly inside, but mostly outside development limits in a landscape area highly sensitive to development. Site is in Flood Zone 1 and would require the demolition of existing property to create access. The site has reasonable accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	13
AROE-K	1.37	Land adjacent to Hillcrest House, Colton Lane, Appleton Roebuck	Residential not required	Greenfield site which lies outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is in Flood Zone 1. The site has reasonable accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	33

Barlby

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BARL-A	1.44	Land North of Barlby Hall, York Road, Barlby	Residential not required	Greenfield site, outside the development limits. Small part of site within Flood Zone 3a, but mostly within Flood Zone 1. Within 500m of a SINC. Potential impact on the adjacent listed building and would require third party land to access the site. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	35
BARL-B	10.90	Land West of York Road, Barlby	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	150
BARL-C	1.19	Land north of The Laurels, Barlby	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. Site within 500m of SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. The site has permission for residential development subject to a section 106 renegotiation.	37
BARL-D	1.70	Land north of Riverside Close, Barlby	Residential not required	Greenfield site outside, but adjacent to, development limits. The site lies within Flood Zone 3a, is on Grade 1 agricultural land and is within a Strategic Countryside Gap. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Possible flood mitigation measures may add to costs.	41
BARL-E	2.54	Magazine Farm, Selby Bypass, Barlby	Potential Employment	Greenfield site outside the development limits. Site is in Flood Zone 3a, and is potentially contaminated. Site has good sub-regional accessibility. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs. Enquiries received from developers.	N/A
BARL-F	0.60	Bay Horse Inn Phase 1, York Road, Barlby	Residential Permission	Predominantly greenfield site within development limits. Site is in Flood Zone 1. Site within 500m of SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site has residential planning permission indicating that the site is economically viable to the housing market.	11
BARL-G	8.23	Land between	Residential not	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone	198

		Barlby Road and A19, Barlby	required	3a, is on Grade 1 agricultural land and is within a strategic countryside gap. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	
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Brayton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BRAY-A	3.86	Land North of Bridgfelde, Brayton Lane, Brayton	Residential not required	Greenfield site outside the development limits. Part of site is in Flood Zone 3a but mostly within Flood Zone 2. Site lies within a Strategic Countryside Gap, and would require third party land to gain site access. Site is within 800m of a WWTW and is within 500m of two SINCs. The site has good accessibility by public transport, good access to employment and limited access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs. Enquiries received from developers.	93
BRAY-B	13.50	Land South of Brackenhill Lane, Brayton	Residential not required	Greenfield site outside, but adjacent to, development limits. Part of the site is in Flood Zone 3a, but the majority of site is in Flood Zone 2. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	243
BRAY-C	5.88	Land south of Brackenhill Lane, Brayton	Residential not required	Greenfield site outside the development limits. Majority of the site lies within Flood Zone 2. Site within Groundwater Protection Zone 3. The site has good accessibility by public transport, good access to employment and limited access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	141
BRAY-D	2.62	Land East of Foxhill Lane, Brayton	Residential not required	Greenfield site outside, but adjacent to, development limits. Part of the site is in Flood Zone 3a, but the majority of site is in Flood Zone 2. The site is located within a Strategic Countryside Gap, a Conservation Area and adjacent to a listed building (church). The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters	63

				has shown no viability issues. Possible flood mitigation works measures may add to costs.	
BRAY-E	1.30	Land South of Mayfield Drive, Brayton	Residential not required	Greenfield site, partly within the development limits in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	31
BRAY-F	6.11	Land East of Ness Bank Close, Brayton	Residential not required	Greenfield site outside, but adjacent to, development. The site is in Flood Zone 2 and is within a Strategic Countryside Gap. Site is within 800m of a WWTW and is within 500m of two SINCs. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	147
BRAY-G	20.70	Land north of Barff Lane, Brayton	Residential not required	Greenfield site outside the development limits. Site is partly within Flood Zone 2 and Flood Zone 3a. Site is partly within Groundwater Protection Zone 3 and contains potentially contaminated land. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs.	373
BRAY-H	1.18	Land north of Meadowcroft, Brayton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 2 and is located within a Strategic Countryside Gap and a Conservation Area. The site has good accessibility by public transport, good access to employment and good access to local services. Flood mitigation measures may add to costs. The site is under option to a national house builder who confirms it to be a deliverable residential development site that could deliver housing completions within one to two years.	28
BRAY-I	1.74	Land west of Evergreen Way, Brayton	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site contains potentially contaminated land. Site has planning permission and engagement with site promoters has shown no viability issues.	50
BRAY-J	5.68	Land east of Meadowcroft, Brayton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 2 and is located within a Strategic Countryside Gap and a Conservation Area. The site has good accessibility by public transport, good access to employment and good	136

				access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	
BRAY-K	4.59	Land east of Linton Close, Brayton	Residential not required	Greenfield site outside, but adjacent to, development limits. The site lies within Flood Zone 2 and is within 800m of a WWTW. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	110
BRAY-M	1.47	Land west of Baffam Lane, Brayton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 2 and is located within a Strategic Countryside Gap. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	35
BRAY-N	0.88	Land North of Doncaster Road, Selby	Residential not required	Greenfield site outside, but adjacent to, development limits in Flood Zone 2. The site is located within a Strategic Countryside Gap, a Conservation Area and is adjacent to a listed building (church). The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation works measures may add to costs.	21
BRAY-Q	7.35	Land between Barff Lane and Mill Lane, Brayton	Residential not required	Greenfield site outside the development limits. Site is in Flood Zone 1 and is partly within Groundwater Protection Zone 3. The site has good accessibility by public transport, good access to employment and limited access to local services. Engagement with site promoters has shown no viability issues.	176
BRAY-R	17.60	Land at Brayton Hall	Residential not required	Predominantly greenfield site outside, but adjacent to, development limits. The site mostly lies within Flood Zone 2. Site is within 800m of a WWTW. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs.	317
BRAY-S	6.15	Land north west of A63 Bypass / A19 Junction, Brayton	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
BRAY-T	6.84	Land north east of A63 Bypass /	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A

		A19 Junction, Brayton			
BRAY-U	0.31	Evergreen Way, Brayton	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site contains potentially contaminated land. Site has planning permission and engagement with site promoters has shown no viability issues.	9
BRAY-V	3.99	Land west of St Wilfrids Close, Brayton	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site has planning permission and engagement with site promoters has shown no viability issues.	125
BRAY-W	1.89	Land rear of The Poplars, Brayton	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site has planning permission and engagement with site promoters has shown no viability issues.	44

Brotherton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BROT-A	0.07	Land East of Belmont, Brotherton	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
BROT-B	1.59	Land at Pasture Lane, Brotherton	Residential not required	Brownfield site within the development limits. Majority of site lies within Flood Zone 2. Site within 500m of SINC and there is a major electricity line which runs through the site. The site has good accessibility by public transport, good access to employment and limited access to local services. Possible flood mitigation measures may add to costs. National grid guidelines concerning development around overhead lines may affect the viability of the site.	38
BROT-C	1.13	Mill Farm, Old Great North	Potential Employment	Mixed greenfield/brownfield site located partially within the development limits in a landscape highly sensitive to development. The site has good sub-regional	N/A

		Road, Brotherton		accessibility. Site within 500m of SINC and a pylon is located on part of the site. Promoter states that the new business starter units are attractive to market. Large pylon on site restricts development to B uses.	
BROT-D	0.35	Lyndale Caravan Park, School Croft, Brotherton	Residential Permission	Mixed greenfield/brownfield site located within the development limits. Site is in Flood Zone 1 and lies close to a railway line. The site has good accessibility by public transport, good access to employment and good access to local services. The site has residential permission; however appraisal by an independent viability expert judges it to be unviable. Scheme produces a land value of £8,917 (below benchmark of £100k).	13

Byram

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BYRM-A	1.77	Land adjacent Primrose Dene, Byram	Residential not required	Greenfield site outside, but adjacent to, development limits, within the Green Belt. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	42
BYRM-B	15.60	Land south of Field View	Residential not required	Greenfield site outside, but adjacent to, development limits, within the Green Belt. Part of the site lies within Flood Zone 3b, which significantly constrains the developable area of the site. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	281
BYRM-C	3.41	Land north of Byram Park Road, Byram	Residential not required	Greenfield site outside, but adjacent to, development limits, within the Green Belt. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site within 500m of SINC and is within 800 metres of a WWTW. Viability studies indicate the site is particularly suitable for relatively low cost housing and the landowners are confident that they would be able to deliver a significant number of affordable dwellings from the site.	82

BYRM-D	7.86	Land north of Sutton Lane, Byram	Residential not required	Greenfield site outside, but adjacent to, development limits, within the Green Belt. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site is within 800 metres of a WWTW. Engagement with site promoters has shown no viability issues.	189
BYRM-E	0.12	Land West of Wood Lea, Byram	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
BYRM-F	0.60	Land South of Byram Park Avenue, Byram	Residential Permission	Greenfield site within the development limits in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site was allocated in the SDLP and has planning permission which is currently being developed for affordable housing.	29

Carlton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CARL-A	2.91	Land north of cemetery, Station Road, Carlton	Residential Permission	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is partially within Flood Zone 3a but mostly within Flood Zone 1. Site within Groundwater Protection Zone 3. The site has good accessibility by public transport, good access to employment and good access to local services. Site has outline planning permission for residential use indicating that the site is economically viable to the housing market.	67
CARL-B	2.46	Land between Low Street and Station Road, Carlton	Residential Permission	Greenfield site within the development limits. Large part of site is within Flood Zone 3a. Site within Groundwater Protection Zone 3. Development would result in the loss of recreation open space. The site has good accessibility by public transport, good access to employment and good access to local services. Site was allocated in the SDLP and has outline planning permission for residential use indicating that the site is economically viable to the housing market.	75
CARL-C	0.12	Oddfellows Arms, High Street, Carlton	Residential Permission	Brownfield site within development limits in Flood Zone 1. Site within Groundwater Protection Zone 3. The site has good accessibility by public transport, good access to employment and good access to local services. Site has planning permission for	0

				residential use, indicating that the site is economically viable to the housing market.	
CARL-D	1.22	Land west of Low Street	Residential not required	Greenfield site within development limits. Site is in Flood Zone 3a and is within 500m of a SINC. The site has good accessibility by public transport, good access to employment and good access to local services. Site within Groundwater Protection Zone 3. Site was allocated in the SDLP but has accessibility issues for the northern part of site, which would require development of third party land to provide access to the site. The level of flood risk may affect viability.	0
CARL-F	3.83	Land north of cemetery, Station Road, Carlton	Residential Permission	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is in Flood Zone 3a and there is a major electricity line which runs through the site. Site within Groundwater Protection Zone 3. The site has good accessibility by public transport, good access to employment and good access to local services. Site has outline residential planning permission indicating that the site is economically viable to the housing market.	66

Cawood

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CAWD-A	0.79	Land between Ryther Road and the Cemetery, Cawood	Residential not required	Greenfield site outside, but adjacent to, development limits. Majority of site is Flood Zone 3a and is within 500m of a SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site promoter indicates site is viable, though if the requirement is for bungalows, to fit in with adjoining bungalows, affordable delivery will be reduced to 35%.	19
CAWD-B	1.21	Land adjacent to New House, Wistowgate, Cawood	Residential not required	Greenfield site outside development limits. Majority of site is Flood Zone 3a and it is within 280m outer buffer of the Pannal to Cawood gas pipeline. The site has good accessibility by public transport, good access to employment and limited access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	29
CAWD-C	2.43	Land adjacent to	Residential not	Greenfield site outside development limits. Site is in Flood Zone 2 and is within	58

		Lincroft House, Wistowgate, Cawood	required	80m inner buffer of Panel to Cawood gas pipeline. Small part of site is within 500m of a SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	
CAWD-D	2.09	Land off Castle Close, Cawood	Residential not required	Greenfield site outside, but adjacent to, development limits. Majority of site is Flood Zone 3a and it is within 280m outer buffer of the Pannal to Cawood gas pipeline. Site within 500m of SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	50
CAWD-E	0.68	Land between 61 and Wistowgate House, Wistowgate, Cawood	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 2 and is within 500m of a SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site has reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	16
CAWD-F	2.89	Land south of Fostergate, Cawood	Residential not required	Greenfield site outside, but adjacent to, development limits. Small part of site within Flood Zone 3a, but mostly within Flood Zone 1. Site is within 500m of a SINC. No suitable means of access can be created for the site. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site is viable at this time. Possible flood mitigation measures may add to costs.	69
CAWD-G	0.09	Cawood Methodist Church, Sherburn Street, Cawood	Residential Permission	Mixed greenfield/brownfield site within development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site has planning permission indicating that the site is economically viable to the housing market.	5
CAWD-H	1.38	Land off Castle Close, Cawood	Residential Permission	Greenfield site outside, but adjacent to, development limits. Part of site is within Flood Zone 3a and it lies within 270m middle zone buffer of Pannal to Cawood Gas Pipeline. Site within 500m of SINC. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site has outline residential permission though the original developer has pulled out. A new developer has shown interest, subject to the s106 renegotiation being successfully determined.	17

Church Fenton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CFEN-A	1.52	Land North of Gate Bridge, Main Street, Church Fenton	Residential not required	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is in Flood Zone 2, is within a strategic countryside gap and is also within 500m of a SINC. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs. Informal enquiries have been received from developers.	36
CFEN-C	7.75	Land East of Church Street, Church Fenton	Residential Permission	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Part of site is within Flood Zone 2. Site is within 500m of a SINC and is adjacent to several listed buildings. The site has good accessibility by public transport, good access to employment and good access to local services. Site has an outline planning permission and appraisals from independent viability experts indicate the scheme to be financially viable.	50
CFEN-D	0.45	Land South of Sandwath Drive, Church Fenton	Residential not required	Greenfield site outside development limits in the green belt. Site is in Flood Zone 1. Site has potential negative amenity impact from bordering railway line. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Enquiries received from developers.	12
CFEN-E	0.11	Land south of Hall Lane, Church Fenton	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
CFEN-F	0.79	Land rear of Kirk Fenton Primary School, Church Fenton	Residential Permission	Greenfield site partly within, but mostly outside and adjacent to, development limits in a landscape area highly sensitive to development. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site has an outline planning permission for residential development. Engagement with site promoters has shown no viability issues. Enquiries received from developers.	25
CFEN-G	0.82	Land South of	Residential	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1.	20

		Common Lane, Church Fenton	Permission	The site has good accessibility by public transport, good access to employment and good access to local services. Site has an outline planning permission for residential. Engagement with site promoters has shown no viability issues. Enquiries received from developers.	
CFEN-H	7.75	Land North of Station Road, Church Fenton	Residential not required	Greenfield site outside development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site has potential negative amenity impact from bordering railway line. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	186
CFEN-I	1.74	Land West of Northfield Lane, Church Fenton	Residential not required	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	42
CFEN-J	0.55	Land west of Busk lane, Church Fenton	Residential not required	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Site is within 500m of a SINC as well as being in a strategic countryside gap. Site is viable at this time.	13
CFEN-K	2.70	Land at Mountain Ash, Sandwath Lane	Residential not required	Greenfield site outside development limits, in the green belt. Site is predominantly in Flood Zone 2 and will be negatively impacted by the proposed HS2 route. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	65
CFEN-L	2.34	Land south of Sandwath Farm	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	56
CFEN-M	3.20	Land North of Sandwath Drive	Residential not required	Greenfield site outside development limits, in the green belt. Site is predominantly in Flood Zone 2 and will be negatively impacted by the proposed HS2 route. Site has potential negative amenity impact from bordering railway line. The site has good accessibility by public transport, good access to employment and limited access to local services. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs.	77
CFEN-N	0.15	Land west of Sandwath Lane,	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A

Church Fenton					
CFEN-O	0.50	Land north of Main Street, Church Fenton	Residential not required	Greenfield site outside, but adjacent to, development limits in a landscape area highly sensitive to development. Part of site is in Flood Zone 2. Site is within a strategic countryside gap and is also within 500m of a SINC. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	12
CFEN-P	3.39	Land west of Sandwath Lane, Church Fenton	Residential not required	Greenfield site outside development limits, in the green belt. Site is in Flood Zone 2 and will be negatively impacted by the proposed HS2 route. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	81
CFEN-Q	0.17	Land adjacent to Station Mews, Church Fenton	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Site has outline planning permission indicating that the site is economically viable to the housing market.	5

Eggborough					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
EGGB-B	5.28	Land at Selby Road/Low Eggborough Road/A19, Eggborough	Residential not required	Greenfield site within the development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Multiple landowners. The land is currently available but the submission of a planning application is held up because of a perceived ransom situation involving the adjoining development. Terms need to be agreed and agents anticipate it will take 9 – 12 months before an application can be submitted.	127
EGGB-C	2.50	Land East of Selby Road, Eggborough	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Site previously under option to developer and has an extant planning permission, indicating that the site is economically viable to the housing market	64

EGGB-D	16.50	Land West of Kellington Lane, Eggborough	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Promoter states that the site is viable at this time. Site previously under option to developer. Possible flood mitigation measures may add to costs.	297
EGGB-E	1.43	Land East of High Eggborough Lane, Eggborough	Residential not required	Greenfield site within the development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Site appraised by an independent viability expert. Scheme viable if affordable housing reduced to zero.	34
EGGB-F	5.08	Land north of Stuart Grove, Eggborough	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	122
EGGB-G	0.21	and at Westfield Avenue Garages B, Eggborough	Residential not required	Mixed brownfield/greenfield site located within the development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	6
EGGB-H	0.17	Land west of Westfield Road, Garages A, Eggborough	Residential Permission	Mixed brownfield/greenfield site located within the development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Site has an extant residential planning permission indicating that the site is economically viable to the housing market.	5
EGGB-I	0.10	Land north of Westfield Avenue Garages C, Eggborough	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
EGGB-J	0.14	Land east of Kellington Lane Garages D, Eggborough	Residential Permission	Mixed brownfield/greenfield site located within development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Site has an extant residential planning permission indicating that the site is economically viable to the housing market.	5

EGGB-K	5.32	Land at Tranmore Lane, Eggborough	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
EGGB-L	17.02	Teasle Hall Farm	Residential not required	Greenfield site outside, but adjacent to, the development limits. Site is in Flood Zone 1. Development is constrained by a pylon which occupies part of the site. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	306
EGGB-M	0.18	Headland Electrics, Water Lane	Residential Permission	Mixed brownfield/greenfield site located within development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to employment and good access to local services. Site has an extant residential planning permission indicating that the site is economically viable to the housing market.	4
EGGB-N	28.80	Euro Auctions Ltd, Roall Lane, Kellington	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
EGGB-O	0.74	Northside Industrial Estate, Selby Road, Eggborough	Potential Employment	Greenfield site located within development limits. Site is in Flood Zone 1. The site has good national accessibility. Site was allocated in the 2005 SDLP.	N/A
EGGB-P	1.65	Selby Road (north), Eggborough	Potential Employment	Brownfield site located within development limits. Site is in Flood Zone 1. The site has good national accessibility. Development is constrained by a pylon which occupies part of the site. Site was allocated in the 2005 SDLP and is likely to be attractive to the market given proximity to existing industrial uses.	N/A
EGGB-Q	29.10	Saint Gobain / Celotex, Eggborough	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
EGGB-R	118.40	Eggborough Power Station, Eggborough	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
EGGB-S	1.40	Weeland Road, Eggborough	Residential Permission	Greenfield site outside, but adjacent to, the development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, reasonable access to	34

				employment and good access to local services. Site has an extant planning permission and engagement with site promoters has shown no viability issues. The landowner states that there is an interested party ready to sign contracts to develop the site.	
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Escrick					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
ESCK-A	18.70	Land north of Skipwith Road, Escrick	Residential not required	Greenfield site outside, but adjacent to, development limits, within the Greenbelt. The site has reasonable accessibility by public transport, good access to employment and good access to local services. Site is adjacent to a SINC and is likely to have a negative impact on it. Half of site within Flood Zone 3a and possible flood mitigation measures may add to cost.	337
ESCK-B	21.10	Land West of Escrick	Residential not required	Greenfield site outside, but adjacent to, development limits, in a landscape area highly sensitive to development. Site is within the Greenbelt. Site is within 500m of a SINC and is within 800m of a WWTW. The site has good accessibility by public transport, good access to employment and good access to local services. Site partially within Flood Zone 3a and possible flood mitigation measures may add to cost.	380
ESCK-C	3.15	Land west of Escrick Business Park, Escrick	Potential Employment	Mixed greenfield/brownfield site outside development limits. Site has good sub-regional accessibility. Land is within 500m of SINC and contains contaminated land. Site within a mineral safeguarding area. Site is within Flood Zone 2. Site is likely to be attractive to the market given the success of the existing development - development would contribute to expansion of existing provision. Business park is being actively marketed / recently successfully developed and let.	N/A

Hambleton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
HAMB-A	12.00	White House Farm & Manor Farm, Hambleton	Residential not required	Greenfield site, partly within, but mostly outside of, development limits. Site is in Flood Zone 1. Development of the site has the potential to negatively impact multiple adjacent heritage assets. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible decontamination measures may add to costs.	216
HAMB-C	4.46	Land West of Bar Lane, Hambleton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site is within 290m outer middle zone buffer of Asselby to Panel gas pipeline. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	107
HAMB-D	5.16	Land East of Common Lane, Hambleton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. A possible ransom strip purchase may increase costs.	124
HAMB-E	1.70	Land South of Gateforth Court, Hambleton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. A possible ransom strip purchase may increase costs.	41
HAMB-F	5.14	Land North of Main Road, Hambleton	Residential not required	Greenfield site outside, but adjacent to, development limits Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site lies within 800m of WWTW. Site is being promoted by a national house builder, and has been fully planned to ensure that the first homes can be delivered within 6 months of the adoption of the Local Plan. The site is completely viable and can deliver all of the proposed new homes within the first 5 years of the Local Plan.	123
HAMB-J	0.22	Wheatsheaf Inn, 87 Main Road,	Residential Permission	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site	4

		Hambleton		is considered deliverable.	
HAMB-L	4.46	Land north of Main Road, Hambleton	Residential Permission	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Site lies within 800m of WWTW. Site has planning permission indicating that the site is economically viable to the housing market.	106
HAMB-M	0.81	Land east of Gateforth Court, Hambleton	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues.	19

Hemingbrough

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
HEMB-A	3.39	Land to West of Chapel Balk Road, Hemingbrough	Residential not required	Greenfield site on grade 1 agricultural land outside, but adjacent to, development limits in a landscape highly sensitive to development. Limited access via single unmade track but could potentially be brought forward in conjunction with neighbouring sites. Site has good accessibility by public transport, good access to employment and good access to local services. Site is within Flood Zone 1 and is partially within 800m of WWTW. Site is within 5km of internationally protected site but is no likely significant effects alone. Engagement with site promoters has shown no viability issues. Enquiries received from developers.	81
HEMB-B	0.22	Land to the West of Main Street, Hemingbrough	Residential not required	Greenfield site partly within development limits and mostly on grade 1 agricultural land, in a landscape highly sensitive to development. Site is also within a conservation area. Access over third party land required. Site is partially within 800m of WWTW. Site is within 5km of an internationally protected site but no likely significant effects alone. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Site is predominantly within Flood Zone 1 but Flood Zone 2 and 3a are also present on site. Possible flood mitigation measures may add	6

				to costs.	
HEMB-C	1.17	Land West of Chapel Balk Lane, Hemingbrough	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
HEMB-D	1.60	Land North of Villa Close/A63, Hemingbrough	Residential not required	Greenfield site outside, but adjacent to, development limits in Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Site within a mineral safeguarding area. Site is within 500m of a SINC and 5km of an internationally protected site but there are no likely significant effects alone. Engagement with site promoters has shown no viability issues.	38
HEMB-E	0.37	Land adjacent to Froghall Cottage, Hagg Lane, Hemingbrough	Residential not required	Greenfield site outside, but adjacent to, development limits in Flood Zone 1. Site is adjacent to a SINC and within 5km of an internationally protected site but there are no likely significant effects. Site has potential to be brought forward in conjunction with adjoining sites. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	10
HEMB-F	0.70	Land to rear of Plain-An-Gwarry, School Road, Hemingbrough	Residential not required	Greenfield site partly within development limits in Flood Zone 1. Limited access via unmade single track, may require access through third party land. Site has good accessibility by public transport, good access to employment and good access to local services. Site is within 5km of an internationally protected site but is unlikely to have a significant effect alone. Engagement with site promoters has shown no viability issues.	17
HEMB-G	0.81	Plinthstones, School Road, Hemingbrough	Residential not required	Greenfield site partly within development limits in Flood Zone 1. Access through third party land with potential to be brought forward with neighbouring sites. Site has good accessibility by public transport, good access to employment and good access to local services. Site is within 5km of an internationally protected site but is unlikely to have a significant effect alone. Engagement with site promoters has shown no viability issues.	19
HEMB-H	0.24	Land East of Willowdene, Hull Road, Hemingbrough	Residential not required	Greenfield site partly within development limits in Flood Zone 1. Site within a mineral safeguarding area. Site is within 500m of a SINC and is within 5km of an internationally protected site but is unlikely to have a significant effect alone. Site has good accessibility by public transport, good access to employment and good	6

				access to local services. Engagement with site promoters has shown no viability issues.	
HEMB-I	1.25	Land South of Orchard End, Hemingbrough	Residential not required	Greenfield site on grade 1 agricultural land outside, but adjacent to, development limits in a landscape highly sensitive to development. Site is predominantly within Flood Zone 1, but there is Flood Zone 2 and 3a present to the western part of the site. Site is within 800m of a WWTW and is within 5km of an internationally protected site but is unlikely to have a significant effect alone. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs. Enquiries received from developers.	30
HEMB-J	1.64	Land East of Mill Lane, Hemingbrough	Residential not required	Greenfield site on grade 1 agricultural land outside, but adjacent to, development limits in a landscape highly sensitive to development. Site is in Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Site within 800m of WWTW and within 5km of an internationally protected site but is unlikely to have a significant effect alone. Engagement with site promoters has shown no viability issues.	39
HEMB-K	1.91	Land south of School Road, Hemingbrough	Residential not required	Greenfield site outside development limits partially on grade 1 agricultural land. Site is within Flood Zone 1 and within 5km of an internationally protected site but no likely significant effect alone. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	46
HEMB-L	1.90	Land East of Poorlands Road, Hemingbrough	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is predominantly within Flood Zone 1. Site is within 500m of a SINC and is within 5km of an internationally protected site but no likely significant effect alone. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	46
HEMB-M	2.04	Land East of Northfield Road, Hemingbrough	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	49
HEMB-N	0.56	Land west of Chapel Balk Lane,	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A

		Hemingbrough			
HEMB-O	0.64	Land west of Selchant Gardens, Hemingbrough	Residential not required	Greenfield site outside development limits. Site is within the Cliffe/Hemingbrough Strategic Countryside Gap (SCG) and any development is likely to have a negative impact on the openness and setting of the SCG. Site is within 5km of an internationally protected site but there are no likely significant effects alone. Half of site within Flood Zone 3a, with the remainder a mix of Flood Zone 1 and 2. Site contains a mix of Grade 1 and Grade 2 agricultural land. Site has good accessibility by public transport, good access to employment and reasonable access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	15
HEMB-P	0.36	Land north of School Road, Hemingbrough	Residential not required	Predominantly greenfield site outside, but adjacent to, development limits. Site within Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Existing dwelling and associated infrastructure would require demolition prior to development. Site is within 5km of an International Wildlife Site but no likely significant effects alone. Engagement with site promoters has shown no viability issues.	10
HEMB-Q	1.39	Land West of Hagg Lane, Hemingbrough	Residential not required	Greenfield site outside development limits in Flood Zone 1. Site is adjacent to a SINC and is within 5km of an International Protected Site. Site has good accessibility by public transport, good access to employment and good access to local services. Access would be required via single road along Hagg Lane or via third party land. Access issues may be overcome if this site was brought forward as part of a wider scheme with adjacent sites. . Engagement with site promoters has shown no viability issues.	33
HEMB-R	2.44	Land at Northfield Road, Hemingbrough	Residential not required	Greenfield site outside of, but adjacent to, development limits within Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Site has existing access to A63 via estate road which is shared and provides access to neighbouring industrial uses which may negatively impact upon any development. Alternative access may be available if site was brought forward with neighbouring site(s). Site is within 500m of a SINC and 5km of an Internationally Protected Site which has no likely significant effect alone. Site within a mineral safeguarding area. Engagement with site promoters has shown no viability issues.	59

HEMB-S	6.04	Land at A63, Hemingbrough	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is within Flood Zone 1. Site adjoins a SINC and any development has the potential to negatively impact this area. Site is also within 5km of an Internationally Protected Site which has no likely significant effect alone. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	145
HEMB-T	0.55	Andy's Motor Spares, Hull Road, Hemingbrough	Potential Employment	Brownfield site outside, but adjacent to, development limits in current use as a car scrap yard. Site has limited accessibility by public transport and good sub-regional accessibility. Site is likely to require remediation works to manage any potential contamination. Site is within 5km of an Internationally Protected Site which has no likely significant effect alone. Site within a mineral safeguarding area. Site within Flood Zone 1. No evidence of market activity. Site likely to be economically viable although potential contamination remediation works likely to be required.	N/A
HEMB-U	1.63	The Old Brickworks, Hemingbrough	Potential Employment	Brownfield site outside, but adjacent to, development limits in current use as a plant hire business. Site has limited accessibility by public transport and good sub-regional accessibility. Site is likely to require remediation works to manage any potential contamination. Site is partly within 500m of a SINC and is within 5km of an internationally protected site which has no likely significant effects alone. Site within a mineral safeguarding area. No evidence of market activity. Site is likely to be attractive to the market as in proximity to strategic road network but potential contamination remediation required and clearance of site.	N/A
HEMB-V	1.63	Land between Barmby Ferry Road and Chapel Balk Road, Hemingbrough	Residential not required	Greenfield site on grade 1 agricultural land outside development limits in a landscape sensitive to development. Site is in Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Potential for site to be brought forward with neighbouring sites with better access points. Site within 800m of WWTW. Site is within 5km of an Internationally Protected Site which has no likely significant effects alone. Engagement with site promoters has shown no viability issues.	39
HEMB-W	4.44	Hemingbrough Hall	Residential not required	Predominantly greenfield site outside of, but adjacent to, development limits on mostly grade 1 agricultural land. Site is wholly within Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Site is within 5km of an Internationally Protected Site but has no likely significant effects alone. Site also potentially impacts on National Protected	107

				Sites. Engagement with site promoters has shown no viability issues.	
HEMB-X	0.68	Land adjoining Woodland House, School Road, Hemingbrough, Selby	Residential Permission	Greenfield site outside of, but adjacent to, development limits. Site is within Flood Zone 1. Site has good accessibility by public transport, good access to employment and good access to local services. Site is within 5km of an Internationally Protected Site with no likely significant effect alone. The site has outline planning permission for residential development indicating that the site is economically viable to the housing market.	9

Hillam					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
HILL-A	2.34	Land West of Main Street, Hillam	Residential not required	Greenfield site mostly outside of development limits on safeguarded land allocation in a landscape highly sensitive to development. Site is within Flood Zone 1. No current access to Main Street, but could be achieved following demolition of existing dwellings. Site is partly within Hillam conservation area. Site has potential to impact upon neighbouring SINC and adjoining green belt designation. Site has good accessibility by public transport, good access to employment and good access to local services. Site is under multiple ownership but owners in agreement to promote through agent. Engagement with site promoters has shown no viability issues.	56
HILL-B	2.71	Land south of Hillam Common Lane, Hillam	Residential not required	Greenfield site outside development limits, in the green belt within a landscape highly sensitive to development. Site is within Flood Zone 1 and within 800m of WWTW. Site has good accessibility by public transport, good access to employment and limited access to local services. Engagement with site promoters has shown no viability issues.	65
HILL-C	0.13	Meadowside, Chapel Street, Hillam	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
HILL-D	2.02	Land at Hillam Lane, Hillam	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt within a landscape highly sensitive to development. Site is in Flood Zone 1 and within	48

				800m of WWTW. Site has good accessibility by public transport, good access to employment and limited access to local services. Existing farm tenancy on site but engagement with site promoters has shown no availability or viability issues.	
HILL-E	0.30	Land at Hillam Hall Lane, Hillam	Residential not required	Greenfield site mostly outside development limits in the green belt within a landscape highly sensitive to development. Site is in Flood Zone 1 and is within 800m of a WWTW. Site has good accessibility by public transport, good access to employment and limited access to local services. Site is also adjacent to two listed buildings and Hillam conservation area. Engagement with site promoters has shown no viability issues.	8
HILL-F	4.00	Orchard Farm, Hillam	Residential not required	Predominantly greenfield site partly within development limits and partially in the green belt. Site is in Flood Zone 1. Site is partly within a conservation area, is within 500m of a SINC and is within 800m of WWTW. Site has good accessibility by public transport, good access to employment and limited access to local services. Existing dwellings and farm use may impact on the availability of the western edge of the site. Engagement with site promoters has shown no viability issues.	96

Kellington

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
KELL-A	70.60	Land South of Weeland Road, Kellington	Residential not required	Large greenfield site outside of development limits. Site is partly within Flood Zones 3a and 2. Site has good accessibility by public transport, good access to employment and good access to local services. Public footpath and national grid pylons cross the site but could be mitigated. Enquiries received from developers. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	1271
KELL-B	13.60	Land South of Low Road, Kellington	Residential not required	Greenfield site outside, but adjacent to, development limits. Part of the site is in Flood Zone 2 and is within 500m of a SINC. Site also adjoins the green belt to the western edge. Public footpath crosses the site but could be mitigated. Site has good accessibility by public transport, reasonable access to employment and good access to local services. Enquiries received from developers. Site is viable at this	245

				time. Possible flood mitigation measures may add to costs.	
KELL-C	0.17	Land north of Manor Garth, Kellington	Residential not required	Mixed greenfield/brownfield site within development limits in Flood Zone 2. Site contains a local amenity space allocation in the SDLP which would likely be lost as part of development of the site. Site has good accessibility by public transport, reasonable access to employment and good access to local services. Site is within 500m of a SINC. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	5
KELL-D	13.90	Land west of Church Lane	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
KELL-E	7.21	Land west of Broach Lane	Residential not required	Greenfield site outside developments in Flood Zone 1. Site is potentially constrained by national grid pylons crossing the site which could be potentially mitigated. Engagement with site promoters has shown no viability issues.	173
KELL-F	3.22	Land south of Roall Lane	Residential not required	Greenfield site outside development limits. The site contains a small part of land within Flood Zone 3a and another part is within Flood Zone 2. Site has good accessibility by public transport, good access to employment and good access to local services. Site is likely to require third party land to create an access point. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	77
KELL-G	0.91	Land east of Manor Garth	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1 and is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. A possible third party land purchase may increase costs.	22

Monk Fryston

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
MFRY-A	2.39	Land at The Old Vicarage, Old Vicarage Lane, Monk Fryston	Residential not required	Predominantly greenfield site outside, but adjacent to, development limits within the green belt, in a highly sensitive landscape area. Site is in Flood Zone 1. The site is within 500m of multiple SINCs. Site has good accessibility by public transport, good access to employment and good access to local services. There is developer interest and informal agreements are in place. The site is capable of being developed in conjunction with the adjoining land to the north east.	57
MFRY-B	3.17	Land between Water Land and Main Street, Monk Fryston	Residential not required	Greenfield site outside, but adjacent to, development limits and within the green belt. Site is in Flood Zone 1. Site within 500m of a SINC and is adjacent to a conservation area. Site has good accessibility by public transport, good access to employment and good access to local services. Multiple landowners across three parcels of land have resolved that they wish to develop the site. Engagement with site promoters has shown no viability issues.	76
MFRY-C	1.38	Land North of Deer Park Court, Monk Fryston	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt, in a highly sensitive landscape area. Site is in Flood Zone 1. The site has the potential to impact on multiple designated heritage assets, being located in a historic park and garden as well as a conservation area. Site is within 500m of a SINC. Site would require the use of third party land to create access. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	33
MFRY-D	1.07	Land South of Fryston Common Lane, Monk Fryston	Residential not required	Predominantly greenfield site outside, but adjacent to, development limits within the green belt, in a highly sensitive landscape area. A small part of the site falls within Flood Zone 2. The site is adjacent to a conservation area. Site has good accessibility by public transport, good access to employment and good access to local services. Landowner viability studies suggest lower density; high quality homes would be more attractive to the market.	26
MFRY-E	0.98	Land north of Fryston Common Lane, Monk	Residential not required	Greenfield site mostly within development limits in a landscape highly sensitive to development. The site is predominantly within Flood Zone 3a and is within 500m of a SINC. The site is within a conservation area and adjoins an historic park and	24

		Fryston		garden. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	
MFRY-F	0.92	Land west of Deer Park Lane, Monk Fryston	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt, in a landscape highly sensitive to development. Site is within Flood Zone 1. The site is within a conservation area and adjoins an historic park and garden. The site is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	22
MFRY-G	0.63	Land South of 8 Priory Park Grove, Monk Fryston	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt, in a landscape highly sensitive to development. Site is in Flood Zone 1. The site is adjacent to a conservation area and is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. Possible decontamination measures may add to costs.	15
MFRY-H	0.60	Land south of Old Vicarage Lane, Hillam	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt within a landscape highly sensitive to development. Site is in Flood Zone 1 and is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	14
MFRY-I	2.32	Land east of Lumby Hill, Hillam	Residential not required	Greenfield site outside, but adjacent to, development limits within the green belt. Site is in Flood Zone 1. Potential for this site to be brought forward with neighbouring site to facilitate access. The site is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues. A possible ransom strip purchase may increase costs.	56
MFRY-J		Land north of Dunmire Road, Hillam	Residential not required	Greenfield site outside development limits within the green belt. Site is in Flood Zone 1. The site is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Engagement with site promoters has shown no viability issues.	207
MFRY-K		Land south of Ingthorne Lane, Monk Fryston	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A

MFRY-L		Abbeystone Way, Monk Fryston	Residential Permission	Greenfield site within the development limits in a landscape highly sensitive to development. Site is in Flood Zone 1. Site is within a conservation area and is within 500m of a SINC. Site has good accessibility by public transport, good access to employment and good access to local services. Site has planning permission, indicating that the site is economically viable to the housing market.	9
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North Duffield					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
NDUF-A	0.64	Land rear of Tall Timbers, Menthorpe Lane, North Duffield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is within Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site is currently let for grazing but engagement with site promoters has shown no viability issues.	15
NDUF-B	2.60	Land to the West and South of Meadow Gate, North Duffield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is within Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Engagement with site promoters has shown no viability issues.	62
NDUF-C	3.57	Land South of A163 and East of Menthorpe Lane, North Duffield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is within Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site is under multiple ownership but there is agreement to bring the site forward for development and engagement with site promoters has shown no viability issues.	86
NDUF-D	1.76	Land North of A163, North Duffield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is in Flood Zone 1. The site sits within an area of restraint (SDLP policy RT6) around the Lower Derwent Valley. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. The site has good access to public transport and local services, but limited access to employment centres. Site is under multiple	42

				ownership and although a viability assessment has not been undertaken the site is considered to be both commercially and physically viable as there are no physical, environmental or flood risk constraints to development and no abnormal development costs have been identified.	
NDUF-E	1.05	Land north of Green Lane, North Duffield	Residential Permission	Greenfield site outside, but adjacent to, development limits. Part of the site is in Flood Zone 2, but is mostly within Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site has outline planning permission. No viability issues identified. Landowner currently in discussion with prospective purchasers.	9
NDUF-F	0.48	Land West of Green Lane, North Duffield	Residential Permission	Greenfield site outside of development limits. Part of the site is within Flood Zone 3a, but mostly within Flood Zone 1. Part of the site is designated as recreation open space in the SDLP and would likely lead to the loss of the allotments if developed. The site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site has outline planning permission. No known viability issues. Site has now been sold to a developer.	6
NDUF-G	2.47	Land west of The Green, North Duffield	Residential Permission	Greenfield site mostly outside development limits. Site is in Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site has outline planning permission. Site is under multiple ownership and would require collaboration to bring the site forward.	35
NDUF-H	0.74	Land at Springfield House Farm, North Duffield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is within Flood Zone 1. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site has good access to public transport and local services but limited accessibility to employment areas. Although there is no direct access to the site it was originally promoted with site NDUF-I and access should be available via the existing access onto Green Lane. Landowner currently promoting the site and engagement with site promoter has shown no viability issues.	18
NDUF-I	0.40	Springfield House Farm, Green Lane	Residential Permission	Greenfield site mostly outside of development limits. Site is within Flood Zone 1. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site has good access to public transport and local services but limited accessibility to employment areas. Site has an outline planning permission	5

				indicating that the site is economically viable to the housing market.	
NDUF-J	5.53	Land east of York Road / north of Main Street, North Duffield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site is within Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Engagement with site promoters has shown no viability issues.	133
NDUF-L	8.89	Land North of Back Lane, North Duffield	Residential not required	Greenfield site mostly outside development limits. Site is within Flood Zone 1. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site has good access to public transport and local services but limited accessibility to employment areas. Multiple owners will require collaboration to bring whole site forward but engagement with site promoters has shown no viability issues.	213
NDUF-M	2.72	Land at Hall Farm, North Duffield	Residential not required	Greenfield site outside development limits within an area of restraint (policy RT6) in the SDLP. Site is within 5km of an Internationally Protected Site but has no likely significant impact alone. Site is within Flood Zone 1. Site has good access to public transport and local services but limited accessibility to employment areas. Engagement with site promoter has shown no viability issues. The need for 3rd party land to access the site means it is not readily available	65

Osgodby

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
OSGB-A	0.71	Land at Osgodby Garden Centre, Osgodby	Residential Permission	Brownfield site with outline planning permission partly within development limits within a landscape highly sensitive to development. Site has good access to public transport, good access to employment and reasonable access to local services. Site is wholly within Flood Zone 1. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Landowner has confirmed they do not intend to develop the site in the short term. Extant planning permission has been appraised for viability and would be viable if affordable housing reduced to zero.	23

OSGB-B	0.19	Land at Corner Farm, Osgodby	Residential Permission	Greenfield site within development limits. Site is within Flood Zone 1. Site has good access to public transport, good access to employment and reasonable access to local services. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Site has planning permission indicating that the site is economically viable to the housing market.	5
OSGB-C	0.82	Land East of St Leonards Avenue, Osgodby	Residential not required	Greenfield outside, but adjacent to, development limits within a landscape highly sensitive to development. Majority of the site is within Flood Zone 1, with a small part in Flood Zone 3a. Site has good access to public transport, good access to employment and reasonable access to local services. No available access point but could be brought forward without adjacent site OSGB-F, although current outline approval does not facilitate access to this site. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	20
OSGB-D	0.80	Osgodby Nurseries, Hull Road, Osgodby	Residential Permission	Predominantly greenfield site outside, but adjacent to, the development limits within a landscape highly sensitive to development. Site is within Flood Zone 1. Site has good access to public transport, good access to employment and reasonable access to local services. Site is partly within 500m of a SINC and within 5km of an Internationally Protected Site but has no likely significant effect alone. Site has planning permission indicating that the site is economically viable to the housing market.	22
OSGB-E	1.56	Land west of South Duffield Road	Residential not required	Predominantly greenfield site within the development limits. Site is an SDLP residential allocation (OSG/1). Site is within Flood Zone 1. Site has good access to public transport, good access to employment and reasonable access to local services. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Engagement with site promoters has shown no viability issues. Possible decontamination measures may add to costs.	0
OSGB-F	0.37	Land East of St Leonards Avenue, Osgodby	Residential Permission	Greenfield site with outline planning permission partly outside development limits, in a landscape highly sensitive to development. Site is within Flood Zone 1. Site has reasonable access to local services and good access to employment areas and public transport. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. The gaining of a planning permission by a developer is some indication that the site is economically viable to the housing market.	14

OSGB-G	0.69	Lake View Farm, Osgodby	Residential not required	Predominantly greenfield site within development limits. Site is within Flood Zone 1. Site has reasonable access to local services and good access to employment areas and public transport. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Site is subject to an agricultural tenancy and is unlikely to be available for development for at least 6 years, however engagement with site promoters has shown no viability issues.	17
OSGB-H	39.65	land south of Hull Road, Osgodby	Residential not required	Greenfield site outside, but adjacent to, development limits in a landscape highly sensitive to development. Site has reasonable access to local services and good access to employment areas and public transport. Site is partly within 500m of a SINC and 5km of an Internationally Protected Site but has no likely significant effect alone. Approximately a third of the site is on grade 1 agricultural land and the majority of the site is in Flood Zone 3a, with the remainder in Flood Zone 1. Site is subject to a tenancy agreement and is unlikely to be available for at least 12 years, possibly longer. Engagement with site promoters has shown no viability issues.	714
OSGB-I	2.81	Land east of Sand Lane, Osgodby	Residential not required	Greenfield site outside, but adjacent to, development limits in a landscape highly sensitive to development. Site is within Flood Zone 1 and is within 5km of an Internationally Protected Site but has no likely significant effect alone. Site has reasonable access to local services and good access to employment areas and public transport. Site is subject to a short term agricultural tenancy, however engagement with site promoters has shown no viability issues.	67

Riccall					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
RICC-A	0.84	Land rear of 31 York Road, Riccall	Residential Permission	Mainly greenfield site outside development limits with outline planning permission for 23 dwellings. Site has good access by public transport and to key services with reasonable access to employment areas. Site is wholly within Flood Zone 2. Site is within 500m of a SINC and is within 5km of an Internationally Protected Site but has no likely significant effect alone. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	23

RICC-B	0.41	Land north of Chapel Walk, Riccall	Residential not required	Greenfield site within development limits. Good accessibility to public transport and to key services with reasonable access to employment areas. Site is wholly within Flood Zone 2. Site is within 500m of a SINC and is within 5km of an Internationally Protected Site but has no likely significant effect alone. Access may be blocked by ransom strip and the existing PROW within the site will need to be retained or re-routed. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	11
RICC-C	3.24	Land east of York Road, Riccall	Potential Employment	Greenfield site in the countryside outside development limits. Site has good accessibility by public transport and good local accessibility to the road and rail network. Site is wholly within Flood Zone 2. Site is within 500m of a SINC and is within 5km of an Internationally Protected Site but has no likely significant effect alone. Site is in current use as a horticultural nursery but would be available for development on receipt of planning permission. Site considered viable by owner who has developed neighbouring site for employment use.	N/A
RICC-D	1.45	Land south of Landing Lane, Riccall	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and to key services but limited access to employment areas. Majority of site within Flood Zone 2 with the remainder in Flood Zone 1. Site has potential to impact neighbouring listed building and mitigation measures are likely to be required. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	35
RICC-E	2.05	Land South of Beech Park Close, Riccall	Residential not required	Greenfield site outside, but adjacent to, development limits. Site has good accessibility to public transport and to key services but limited access to employment areas. Access on narrow track that would need widening. Site is wholly within Flood Zone 1. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. The site having regard to construction requirements and the planning policy context is considered a viable proposition for residential development.	49
RICC-F	0.10	Land at Chestnut Terrace, Riccall	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
RICC-G	6.42	Land North of Riccall	Residential not required	Greenfield site outside, but adjacent to, development limits. Site has good accessibility to public transport and key services but limited access to employment areas. Majority of site within Flood Zone 2, with the remainder in Flood Zone 1. Site	154

				is within 500m of a SINC and within 5km of an Internationally Protected Site but has no likely significant effect alone. Access may be incapable of supporting scale of development. Existing PROW within site is proposed to be retained/enhanced as part of any future development. Site has been promoted by a developer and engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	
RICC-H	42.00	Riccall Business Park, Selby Road, Riccall	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold.	N/A
RICC-I	9.93	Land between Landing Lane and Kelfield	Residential not required	Greenfield site outside, but adjacent to, development limits. Site has good accessibility to public transport and reasonable access to key services but limited access to employment areas. Majority of site is within Flood Zone 2 with the remainder in Flood Zone 3a. Site is within 500m of a SINC and within 5km of an Internationally Protected Site but has no likely significant effect alone. Engagement with site promoters has shown no viability issues.	238
RICC-J	0.21	12 Main Street, Riccall	Residential Permission	Greenfield site within development limits with planning permission. Site has good accessibility to public transport and key services but limited access to employment areas. Site is within 5km of an Internationally Protected Site but has no likely significant effect alone. Site is wholly within Flood Zone 1. The gaining of a planning permission by a developer is some indication that the site is economically viable to the housing market.	5

South Milford

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
SMIL-A	0.15	Land South of Westfield Lane, South Milford	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SMIL-B	7.01	Land north of LundSyke Lane,	Residential not required	Largely greenfield site outside, but adjacent to, development limits in the green belt. Site is in Flood Zone 1. Good accessibility by public transport and good access	168

		South Milford		to local services and employment areas. Engagement with site promoters has shown no viability issues.	
SMIL-C	3.12	Land south of Mill Lane, South Milford	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt. Site is in Flood Zone 1 and is within 500m of a SINC. Good accessibility by public transport and good access to local services and employment areas. Engagement with site promoters has shown no viability issues. A possible 3rd part land purchase may increase costs.	75
SMIL-D	10.40	Land South of Legion Street, South Milford	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt. Site is in Flood Zone 1. Good accessibility by public transport and good access to local services and employment areas. Engagement with site promoters has shown no viability issues.	187
SMIL-E	0.04	Land at Grove Crescent, South Milford	Residential - Failed Initial Sift	Failed Initial Sift: Site below residential site size threshold.	N/A
SMIL-F	0.82	Land rear of 11 Milford Road, South Milford	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt. Majority of site within Flood Zone 1, with the remainder in Flood Zone 3a. No apparent means of access. Good accessibility by public transport and good access to local services and employment areas. Development of the site dependant on adjacent landowners selling their land in order to gain access to the site. Possible flood mitigation measures may add to costs.	20
SMIL-G	2.61	Land of Whitecote Lane	Residential not required	Greenfield Site outside, but adjacent to, development limits in the green belt in a landscape sensitive to development. Site is partly within Flood Zone 2. Good accessibility by public transport and good access to local services and employment areas. Engagement with site promoters has shown no viability issues.	63
SMIL-H	2.67	Land east of Common Lane	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt. Site in Flood Zone 1 and is within 500m of SINC. Good accessibility by public transport and to local services and employment areas. Engagement with site promoters has shown no viability issues.	64
SMIL-I	20.72	Land between Old Quarry Lane and Westfield Lane	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt. Flood Zone 1. Small area of potentially contaminated land and multiple powerlines running through the site. Good accessibility by public transport and to local services and employment areas. Engagement with site promoters has shown no viability issues.	373

SMIL-J	3.53	Land East of Milford Road, South Milford (Sherburn In Elmet Parish)	Residential not required	Greenfield site outside, but adjacent to, development limits in the green belt. Flood Zone 1. Good accessibility by public transport and good access to local services and employment areas. Site is within 500m of SINC. Adjacent to a railway line but amenity impacts could be mitigated. Engagement with site promoters has shown no viability issues.	85
SMIL-M	0.68	Milford Hall, Lumby Lane, South Milford	Residential Permission	Mixed greenfield/brownfield site outside development limits in the green belt. Flood Zone 1. Good accessibility by public transport and to employment areas with reasonable access to local services. Site has planning permission indicating that the site is economically viable to the housing market.	14
SMIL-N	0.80	Land north of High Street, South Milford	Residential not required	Mostly greenfield site outside, but adjacent to, development limits in the green belt. Flood Zone 1. Good accessibility by public transport and good access to local services. Engagement with site promoters has shown no viability issues.	19
SMIL-O	8.74	Land between A162 and Lumby Lane, South Milford	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
SMIL-P	16.95	Land east of A1(M)/A63 Junction, South Milford	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
SMIL-R	0.43	Cragland, 20 Milford Road, South Milford	Residential Permission	Mixed brownfield/greenfield site within development limits. Flood Zone 1. Site is within 500m of a SINC. Good accessibility by public transport and good access to local services and employment areas. Site is adjacent to a railway line but potential impacts on amenity could be mitigated against. Site has planning permission indicating that the site is economically viable to the housing market.	6

Thorpe Willoughby

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
THRP-A	0.24	Sunnyside Farm, Fir Tree Lane, Thorpe Willoughby	Residential not required	Largely green field site within development limits. Site has good accessibility to public transport, employment areas and key services. Majority of site within Flood Zone 2, with the remainder in Flood Zone 3a. Site is also within a Groundwater Protection Zone (zone 3). Potential mitigation/screening required due to proximity with adjacent railway line. Site has had interest from developers and engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	6
THRP-B	4.40	Land North of Leeds Road, Thorpe Willoughby	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and to local key services and employment areas. Potential mitigation/screening required due to proximity with adjacent railway line and potential contamination. Site is a mix of Flood Zone 1 and 2 and is within Groundwater Protection Zone (zone 3). Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	106
THRP-C	10.60	Land East of Linden Way, Thorpe Willoughby	Residential Permission	Greenfield site outside, but adjacent to, development limit with outline planning permission for 276 houses. Good accessibility by public transport and to employment areas and key services. Majority of site is within Flood Zone 1 with the remainder in Flood Zone 2. Site is also within a Groundwater Protection Zone (zone 3) and is within 800m of a WWTW and partly within 500m of a SINC. Extant planning permission on site. Engagement with site promoters has shown no viability issues. Possible flood mitigation measures may add to costs.	276
THRP-D	2.01	Land North of Leeds Road, Thorpe Willoughby	Residential not required	Greenfield site outside development limit. Good accessibility by public transport and to local services and employment areas. Site is wholly within Flood Zone 1 and Groundwater Protection Zone (zone 3). The site is subject to an Agricultural Holdings Act tenancy but engagement with site promoters has shown no viability issues.	48
THRP-E	2.21	Land West of Harry Moor Lane, Thorpe	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	53

		Willoughby			
THRP-F	5.75	Land west of Harry Moore Lane, Thorpe Willoughby	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	138
THRP-G	2.99	Land west of Meadow View Farm, Thorpe Willoughby	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	72
THRP-H	0.48	Land at Hollygarth, Thorpe Willoughby	Residential not required	Predominantly brownfield former care home site within development limits. Good accessibility by public transport and to employment areas and local key services. Site is wholly within Flood Zone 1 and within 800m of a WWTW. Site is also within Groundwater Protection Zone (zone 3). Engagement with site promoters has shown no viability issues.	13
THRP-I	2.43	Land north of Field Lane, Thorpe Willoughby	Residential Permission	Predominantly greenfield site within development limits but with outline planning permission for residential use. Good accessibility by public transport and employment areas but limited accessibility to key services. Site is wholly within Flood Zone 1 and within Groundwater Protection Zone (zone 3). Potential contamination remediation likely. Existing farm tenancy can be relocated and site has been tested for viability by an independent expert.	51
THRP-J	1.27	White House Farm, Leeds Road, Thorpe Willoughby	Residential not required	Largely greenfield site within development limits. Good accessibility by public transport and to employment areas and key services. Majority of site is within Flood Zone 2, with the remainder in Flood Zone 1 and 3a. Site is within Groundwater Protection Zone (zone 3) and is within 800m of a WWTW. Site is potentially contaminated but can likely be mitigated. Site is also adjacent to a railway line which may affect amenity and there are two PROW within the site which would need to be retained/re-routed. Engagement with site promoters has shown no viability issues. Possible decontamination and flood mitigation measures may add to costs.	30
THRP-K	6.16	Land South of Leeds Road, Thorpe	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and to employment areas and reasonable access to key services. Site is wholly Flood Zone 1 and is within Groundwater Protection Zone (zone 3).	148

		Willoughby		Potential contamination on site is likely to be able to be mitigated. Site has received interest from developers and engagement with site promoters has shown no viability issues.	
THRP-L	5.08	Land east of Orchard Way	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and to employment centres but limited accessibility to local services. Site is wholly within Flood Zone 1 and is within Groundwater Protection Zone (zone 3). Site is within 500m of Brayton Barff SINC and 800m of a WWTW and is adjacent to a Locally Important Landscape Area. Site has potential to have a significant impact on setting of Listed Building at Barff Farmhouse and the existing PROW within the site would require retaining/enhancing as part of any development. Engagement with site promoters has shown no viability issues.	122
THRP-M	6.85	Land South of Field Lane, Thorpe Willoughby (Gateforth Parish)	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and to employment areas and good access to key services. Site is wholly within Flood Zone 1 and is partly within 500m of Brayton Barff SINC. The site also adjoins a Locally Important Landscape Area and is within Groundwater Protection Zone (zone 3). Engagement with site promoters has shown no viability issues.	164
THRP-N	3.81	Land East of A63 Roundabout, Thorpe Willoughby (Hambleton Parish)	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A
THRP-P	0.31	Thorpe Hall Farm, Dam Lane	Residential - Failed Initial Sift	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	3
THRP-R	11.73	Mushroom Farm, Gateforth New Road, Gateforth	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold.	N/A
THRP-S	6.26	Land south of Field Lane, Thorpe Willoughby	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and to employment areas and good access to local services. Site is wholly within Flood Zone 1 and is within Locally Important Landscape Area designation and adjoins Brayton Barff SINC. Site is also within Groundwater	150

				Protection Zone (zone 3). Engagement with site promoters has shown no viability issues.	
THRP-U	2.47	Land north of Field Lane, Thorpe Willoughby	Residential - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A

Ulleskelf

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
ULLE-A	0.97	Land North of Boggart Lane, Ulleskelf	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	23
ULLE-B	0.88	Four Leaf Nurseries, Church Fenton Lane, Ulleskelf	Residential not required	Largely greenfield site mostly outside development limits. Good accessibility by public transport and reasonable access key services and employment areas. Site is wholly within Flood Zone 1 and contaminated land remediation possibly needed. Site has had developer interest and engagement with site promoter has shown no viability issues.	21
ULLE-C	1.18	Land at West End farm, Ulleskelf	Residential not required	Largely greenfield site partly within development limits. Good accessibility by public transport and some access to key services and employment areas. Majority of site is within Flood Zone 1, with the remainder a mix of Flood Zone 2 and 3a. Potential contamination of site could be mitigated. Engagement with site promoters has shown no viability issues and discussions with developers are on-going. Possible decontamination and flood mitigation measures may add to costs.	28
ULLE-D	2.83	Land south of Barley Horn Road, Ulleskelf	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and some access to key services and employment areas. Site is wholly within Flood Zone 1 and is adjacent to railway line and partly within the outer buffer zone of the Pannal to Carwood Gas Pipeline. Engagement with site promoters has shown no viability issues and discussions with developers are on-going. Site yield likely to be reduced to exclude pipeline buffer zone.	68

ULLE-E	0.97	Ulleskelf Station, Ulleskelf	Residential not required	Largely greenfield site within development limits. Good accessibility by public transport and some access to key local services and employment areas. Site is wholly within Flood Zone 1. Site adjoins a railway line and any potential contamination could likely be mitigated. Engagement with site promoters has shown no viability issues. Possible decontamination measures may add to costs.	23
ULLE-F	1.07	Land East of Church Fenton Lane, Ulleskelf	Residential Permission	Greenfield site outside, but adjacent to, development limits with planning permission for residential development. Good accessibility by public transport and some access to key local services and employment areas. Site is wholly within Flood Zone 1. The landowner has undertaken an assessment of the marketability and economic viability of the development of the site for housing, including an assessment of any exceptional costs associated with the development of the site.	30
ULLE-G	1.33	Land East of Bell Lane, Ulleskelf	Residential not required	Greenfield site outside, but adjacent to, development limits. Good accessibility by public transport and some access to key local services and employment areas. Site is wholly within Flood Zone 1. Engagement with site promoters has shown no viability issues.	32

Whitley

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
WHIT-A	0.38	Ashcroft, Templar Close, Whitley	Residential not required	Predominantly greenfield site, which lies outside the development limits in the Green Belt. Good accessibility by public transport and some access to employment areas and local services. Site is wholly within Flood Zone 1 and is likely to be potentially contaminated. Engagement with site promoters has shown no viability issues. Possible decontamination measures may add to costs.	10
WHIT-B	1.51	Land South of Gravel Hill Lane, Whitley	Residential Permission	Greenfield site outside, but adjacent to, development limits within the Green Belt. There are no key services located within 800 metres of the site. Good accessibility by public transport but limited access to employment areas and no access to local key services. Site is wholly within Flood Zone 1. Site has outline planning permission. There is developer interest in the site and engagement with the site promoters has shown no viability issues.	8

WHIT-C	0.94	Land East of Poplar Farm, Doncaster Road, Whitley	Residential not required	Greenfield site outside, but adjacent to, development limits in the Green Belt. Good accessibility by public transport but limited access to local services and employment areas. Site is wholly within Flood Zone 1 and within Groundwater Protection Zone (zone 3). Site would require access through site WHIT-M which is located to the west, however, it's unknown whether there is an agreement in place. Engagement with site promoters has shown no viability issues.	23
WHIT-D	1.12	Land north of Whitefield Lane, Whitley	Residential not required	Greenfield site outside, but adjacent to, development limits within the Green Belt. Good access by public transport but limited access to local services and employment areas. Site is wholly within Flood Zone 1 and partly within Groundwater Protection Zone (zone 3). No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	27
WHIT-E	2.20	Land South of Larth Close, Whitley	Residential not required	Predominantly greenfield site, the majority of which lies outside the development limits in the Green Belt. Good accessibility by public transport but limited access to local services and employment areas. Access to the site is not possible from Selby Road, due to the recent construction of 4 properties and would likely require access through 3rd party land (WHIT-B). Site is wholly within Flood Zone 1 and is partly within Groundwater Protection Zone (zone 3). No impact on availability from existing land use and there are no constraints to suggest development of the site would unviable.	53
WHIT-G	1.27	Land at School Farm, Learning Lane, Whitley	Residential not required	Greenfield site outside, but adjacent to, development limits in the Green Belt. Good accessibility by public transport but limited access to key services and employment areas. Site is wholly within Flood Zone 1 and within Groundwater Protection Zone (zone 3). Potential impacts on amenity from nearby M62 junction would need consideration. There is no impact on availability from existing land use and engagement with the site promoters has shown no viability issues.	30
WHIT-H	0.38	Land at Blenheim House, Whitley	Residential not required	Mixed greenfield/brownfield site which is located predominantly within development limits. Part of the site outside development limits is within the Green Belt. Good accessibility by public transport but limited access to employment areas and no access to key local services. Site is wholly within Flood Zone 1 and is within Groundwater Protection Zone (zone 3). Demolition required on site but engagement with site promoters has shown no viability issues.	10
WHIT-I	3.04	Land North of Whitley Farm	Residential not required	Greenfield site outside, but adjacent to, development limits within the Green Belt. Good accessibility by public transport but limited access to key services and	73

		Close, Whitley		employment areas. Site is wholly within Flood Zone 1 and is within a Groundwater Protection Zone (zone 3). There is a PROW to the southern boundary and is unlikely to be directly affected by development of this site. No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	
WHIT-J	7.69	Land South of Whitefield Lane, Whitley	Residential not required	Greenfield site outside, but adjacent to, development within the Green Belt. Good accessibility by public transport and limited access to key services and employment areas. Site is wholly within Flood Zone 1 and partly within a Groundwater Protection Zone (zone 3). No impact on availability from existing land use and engagement with site promoters has shown no viability issues.	185
WHIT-K	10.90	Land at rear of George and Dragon, Whitley	Potential Mixed Use	Greenfield site outside, but adjacent to, development limits within the Green Belt. Site has good access by public transport and good accessibility to the road and rail network but limited access to key services and employment areas. Site is wholly within Flood Zone 1 and is partly within a Groundwater Protection Zone (zone 3). Potential impact on nationally protected nature sites from certain employment development would require consultation with Natural England. There is no impact on availability from the existing land use and engagement with the site promoters has shown no viability issues and some interest from developers.	164
WHIT-L	0.18	Land north of Firs Court	Residential not required	Greenfield site outside, but adjacent to, development limits in the Green Belt. Good accessibility by public transport but limited access to key services and employment areas. Site is wholly within Flood Zone 1 and is within a Groundwater Protection Zone (zone 3). No impact on availability from existing land use and engagement with the site promoters has shown no viability issues.	5
WHIT-M	0.38	Poplar Farm, Selby Road, Whitley	Residential Permission	Greenfield site with residential planning permission within the development limits. Good accessibility by public transport but limited access to key services and employment areas. Site is wholly within Flood Zone 1 and is within a Groundwater Protection Zone (zone 3). No impact on availability from existing land use and engagement with the site promoters has shown no viability issues.	8
WHIT-N	0.88	Roslyn, Selby Road, Whitley	Residential Permission	Predominantly greenfield site with outline planning permission within the development limits. Good accessibility by public transport but limited access to key services and employment areas. Site is wholly within Flood Zone 1 and within a Groundwater Protection Zone (zone 3). The gaining of planning permission by a developer is some indication that the site is economically viable to the housing	25

				market.	
WHIT-O	29.70	Land adjacent to Cobcroft Lane/M62	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
WHIT-P	40.20	Land adjacent to Beal Lane/M62	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
WHIT-Q	60.16	Land at Kellington Common	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
WHIT-R	1.19	Land east of Selby Road, Whitley	Potential Mixed Use	Greenfield site which is located outside the development limits in the Green Belt. Site has good access to the road and rail network and public transport but limited access to key services and employment areas. Mitigation measures likely required to reduce impact on amenity of development adjacent to M62 junction. Landowner is proposing the land as a manufacturing site. No known viability issues.	18

The Secondary Villages

Barkston Ash					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BARK-A	1.25	Land at Sawyer Wells Farm, Saw Wells Lane, Barkston Ash	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Barlow					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BALW-A	1.26	Land East of Mill Lane, Barlow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BALW-B	0.04	Land North of Park Road, Barlow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BALW-C	0.47	Land at Oak Tree Nursery, Mill Lane, Barlow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BALW-D	1.20	Land south of Barlow Common Road	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

BALW-E	2.09	Land At School Farm, Mill Lane, Barlow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BALW-F	1.89	Land rear of Morello Garth, Park Lane, Barlow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	15

Beal					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BEAL-A	0.64	Land North of Ings Lane, Beal	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BEAL-B	0.61	Land East of Common Lane, Beal	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BEAL-C	1.64	Land South of Manor Road, Beal	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BEAL-D	0.37	Land south of Beal Lane, Beal	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BEAL-E	0.23	Ings Lane/Village Farm Close, Beal	Residential - Failed Initial Sift	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	10

Biggin

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BIGG-A	1.01	Land adjacent to Little Common Farm, Biggin Lane, Biggin	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BIGG-B	0.48	Croft Farm, Oxmoor Lane, Biggin	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	5

Bilbrough

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BILB-A	0.22	Land adjacent to 3 The Old Stables, Moor Lane, Bilbrough	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BILB-B	0.34	Land east of Redhill Field Lane, Bilbrough	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Birkin

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
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BIRK-A	0.83	Land North of Haddlesey Road, Birkin	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BIRK-B	3.79	Land west of Main Street, Birkin	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BIRK-C	1.69	Land at Roe Lane, Birkin	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Bolton Percy

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BPER-A	0.51	Land to the West of Marsh Lane, Bolton Percy	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BPER-B	0.84	Land North of School Lane, Bolton Percy	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Burn

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BURN-A	6.17	Burn Grange Farm, Doncaster Road, Burn	Mixed Use - Failed Initial Sift	Failed Initial Sift: Disconnected from settlement hierarchy.	N/A

BURN-B	2.83	Land north of West Lane, Burn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BURN-C	1.84	Land south of West Lane, Burn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BURN-D	0.28	Land west of Main Street, Burn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BURN-E	0.29	Poplar House, Main Road, Burn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	6
BURN-F	143.00	Burn Airfield	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A

Burton Salmon

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
BSAL-A	0.02	Land at corner Beech Grove, Burton Salmon	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
BSAL-B	0.03	Land at Beech Grove, Burton Salmon	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Camblesforth

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CAMB-A	0.65	Land adjacent to Parkwood farm, Selby Road, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-B	2.02	Land at New Oak Farm, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-C	9.22	Land north of Beech Grove, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-D	0.38	Land east of Millfield Drive, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-E	0.04	Land south of Prospect Close, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-F	0.09	Land at Oaklands Close, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-G	2.05	Land south of Mill Farm, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CAMB-H	0.58	Camblesforth Hall, 1 Brigg Lane, Camblesforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	14
CAMB-I		Land north of A1041,	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated	N/A

		Camblesforth		Service Village.	
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Catterton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CATT-A	0.80	Land west of Moor Lane, Catterton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CATT-B	0.07	Beck Farm, Moor Lane, Catterton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CATT-C	1.46	Land east of Moor Lane, Catterton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Chapel Haddlesey

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CHAD-A	1.10	Land South of Millfield, Chapel Haddlesey	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CHAD-B	1.39	Land west of Millfield, Chapel Haddlesey	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CHAD-C	0.20	Land east of Millfield Road, Chapel	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

		Haddlesey			
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Church Fenton Airbase					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
CFAB-A	181.41	RAF Church Fenton, Church Fenton (Ulleskelf Parish)	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold. Site has temporary planning permission.	N/A
CFAB-B	5.32	Church Fenton Airbase, Church Fenton (Ulleskelf Parish)	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	65
CFAB-C	3.14	RAF Church Fenton, Busk Lane, Church Fenton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	39
CFAB-D	0.41	Dorts Crescent, Church Fenton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	8

Cliffe					
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity

CLIF-A	0.64	Land west of York Road, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-B	0.64	Land at Bon Accord Farm, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-C	2.87	Land east of York Road, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-D	0.19	Land off Fenwick Lane, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-E	27.00	Whitemoor Business Park, Cliffe Common, Cliffe	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
CLIF-F	0.42	Land South of Station Lane, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-G	0.82	Land South of Turnham Lane, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-H	3.31	Land north of Hull Road	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
CLIF-J	0.19	Collins Coaches, Cliffe Service Station, York Road, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	9
CLIF-M	2.11	Cliffe Common, Cliffe	Potential Employment	Other sites are considered to be more sustainable in this Functional Economic Area.	N/A
CLIF-N	0.40	Land South of Turnham Lane,	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated	N/A

		Cliffe		Service Village.	
CLIF-O	3.03	Land north of Cliffe Primary School, Main Street, Cliffe	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Colton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
COLT-A	1.70	Land North of Main Street, Colton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Drax

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
DRAX-A	4.40	Land South of Main Road, Drax	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
DRAX-B	0.69	Land adjacent Read School, Drax	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
DRAX-C	0.71	Adamson House, 8 Main Road	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	18

Fairburn

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
FAIR-A	0.85	Land to rear of Renarta, Rawfield Lane, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-B	0.40	Land at First Pinfold Farm, Caudle Hill, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-C	2.34	Land North of Top House Farm Mews, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-D	0.39	Land west of Silver Street, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-E	0.41	Land adjacent Beech House, Silver Street, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-F	0.62	Land west of the Old A1, Fairburn	Leisure	Greenfield site outside of development limits in the green belt. Site is in Flood Zone 1. Site has limited accessibility by public transport and good sub-regional accessibility.	N/A
FAIR-G	2.62	Land at Watergarth Quarry, Lunnsfield Lane, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-H	1.10	Land South of Rawfield Lane,	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated	N/A

		Fairburn		Service Village.	
FAIR-I	15.90	Land south of Lunnfields Lane	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
FAIR-J	0.52	Land At, The Haven, Rawfield Lane, Fairburn	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	5

Gateforth

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
GATE-A	0.60	Land South of Hillam Road, Gateforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
GATE-B	0.09	Land at Melton Cottage, Hillam Lane, Gateforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
GATE-C	0.17	Manor Farm, The Green, Gateforth	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	5

Heck

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
HECK-A	1.52	Land east of	Potential	Greenfield site outside of development limits. Site is within Flood Zone 3a. The site	N/A

		Great Heck Basin	Employment	has limited accessibility by public transport and poor local accessibility. Site is within 500m of a SINC and is within Groundwater Protection Zone 3. Site is in a mineral safeguarding area.	
HECK-C	0.50	Brocklesby, Unit 1, Long Lane, Great Heck	Potential Employment	Brownfield site outside development limits. Site has good local accessibility. Whole of site is within Flood Zone 1. Potential contamination from existing industrial uses. Likely to be economically viable - site for specific occupier. No evidence of market activity.	N/A
HECK-D	1.98	Land west of Long Lane, Heck	Potential Employment	Greenfield site outside development limits. Site has good local accessibility. Whole of site is within Flood Zone 1. Site is partially within Groundwater Protection Zone 2. Potential contamination from existing industrial use. Site not marketed. No viability assessment undertaken.	N/A

Hensall

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
HENS-A	0.96	Land to North of Weeland Road, Hensall	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-B	1.59	A19 Caravan Storage Ltd, Hazel Old Lane, Hensall	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-C	0.81	Land East of Heck Lane, Hensall	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-D	2.93	Land at Former Eggborough Water Works, Hensall	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-E	0.65	Land East of	Residential -	Failed Initial Sift: Residential site not within or adjacent to a settlement designated	N/A

		Church Lane, Hensall	Failed Initial Sift	in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	
HENS-F	13.50	Land West of Springfield Farm, Weeland Road, Hensall	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
HENS-G	6.57	Land North of Weeland Road, Hensall	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
HENS-H	0.22	Land north of Dovecote Gardens	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-I	0.99	Land north of Station Road	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-J	1.50	Land south of Field Lane, Hensall	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HENS-K	3.28	Land adjacent to Dene Close, Hensall	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Hirst Courtney

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
HCOU-A	0.34	Land at Royal Oak, Hirst Courtney	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
HCOU-B	0.58	Courtney Lodge	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated	N/A

				Service Village.	
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Kelfield					
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Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
KELF-A	0.99	Institute Field, Riccall Lane, Kelfield	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
KELF-B	0.47	Cherry Trees, Main Street	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Kellingley					
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Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
KLEY-A	1.11	Land north of Weeland Road, Kellingley	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
KLEY-B	74.62	Kellingley Colliery, Weeland Road, Kellingley (Beal Parish)	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A

Kirk Smeaton					
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Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
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KSME-A	0.37	Land East of Rectory Court, Kirk Smeaton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
KSME-B	1.34	Land north of Went Bridge Road, Kirk Smeaton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
KSME-C	0.03	Land north of Water Lane, Little Smeaton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Little Smeaton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
LSME-A	0.52	Land at College Farm, Little Smeaton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
LSME-B	0.11	Land east of Windy Ridge, Little Smeaton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
LSME-C	1.46	Land south of Mount Pleasant	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Long Drax

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
LDRX-A	665.00	Drax Power Station, Drax	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
LDRX-B	10.50	Land adjacent to Pear Tree Lane, Drax	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A

Lumby

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
LUMB-A	0.65	Hall Farm, Butts Lane, Lumby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
LUMB-B	0.57	Land at Lumby Court, Lumby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
LUMB-C	3.47	Land between Old Quarry Lane and Cass Lane, Lumby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
LUMB-D	0.33	Land south of Red Hill Lane, Lumby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
LUMB-E	1.16	Land west of Butts Lane, Lumby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Newton Kyme

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
NKYM-A	11.00	Papyrus Works, Newton Kyme	Residential - Failed Initial Sift	Site has planning permission and has therefore been considered sustainable through the application process. Construction has begun on site therefore the site is considered deliverable.	18
NKYM-B	0.45	Land South of Papyrus Villas, Newton Kyme	Residential - Failed Initial Sift	Failed Initial Sift: No housing allocations required through Core Strategy policy SP5.	N/A

Ryther

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
RYTH-A	2.86	Woodbine Grange Farm, Ryther	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
RYTH-B	1.64	Land east of Mill Lane, Ryther	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Saxton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
SAXT-A	1.53	Land East of Milner Lane, Saxton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

SAXT-B	15.20	Land at Scarthingwell Park, Barkston Ash (Saxton Parish)	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SAXT-C	0.47	Land to east of Saxton Cricket Club, Coldhill Lane, Saxton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SAXT-D	4.10	Land south of Coldhill Lane, Saxton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Skipwith

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
SKIP-A	0.04	Land South of Holmes Way, Little Skipwith, Skipwith	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SKIP-B	0.04	Land north of Holmes Way, Little Skipwith, Skipwith	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SKIP-C	0.57	Land North of Main Street, Skipwith	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SKIP-D	0.86	Land South of Main Street, Skipwith	Residential - Failed Initial Sift	Site has planning permission and has therefore been considered sustainable through the application process. However, site not needed as its settlement has already met its Core Strategy housing requirement.	14

South Duffield

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
SDUF-A	3.05	Land adjacent to Willow Cottage, Mill Lane, South Duffield	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SDUF-B	0.45	Land north of Moor Lane, South Duffield	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
SDUF-C	1.14	Land South of Moor Lane, South Duffield	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Stillingfleet

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
STIL-A	0.22	Land north of Escrick Road, Stillingfleet	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
STIL-B	0.51	Land south of The Green, Stillingfleet	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
STIL-C	31.60	Former Stillingfleet Mine, Cawood Road, Stillingfleet	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold.	N/A

Stutton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
STUT-A	0.05	Land North of Church Lane, Stutton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Thorganby

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
THBY-A	0.41	Ings View Farm, Main Street, Thorganby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	7
THBY-B	0.34	Yew Tree Farm, Main Street, Thorganby	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village. Site has planning permission and has therefore been considered sustainable through the application process.	6

Towton

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
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TOWT-A	1.84	Land East of The Close, Towton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
TOWT-B	0.66	Land at Towton Hall, Towton	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Wistow

Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
WIST-A	0.89	Plantation House / Plantation Garage, Cawood Road, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-B	1.25	Land at Willowside, Cawood Road, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-C	0.60	Land to rear of Oak Farm, Garmancarr Lane, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-D	3.42	Land between Field Lane and Lordship Lane, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-E	6.38	Land south of Long Lane, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-F	11.80	Land north of	Residential -	Failed Initial Sift: Residential site not within or adjacent to a settlement designated	N/A

		Long Lane, Wistow	Failed Initial Sift	in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	
WIST-G	6.79	Land north of Windgate Hill Lane, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-H	12.20	Former Wistow Mine, Long Lane, Wistow	Employment - Failed Initial Sift	Failed initial sift: Over Core Strategy policy SP13 size threshold	N/A
WIST-I	0.08	Land at Cawood Road (adj Wesgarth), Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WIST-J	0.59	Land at Cawood Road, Wistow	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Womersley

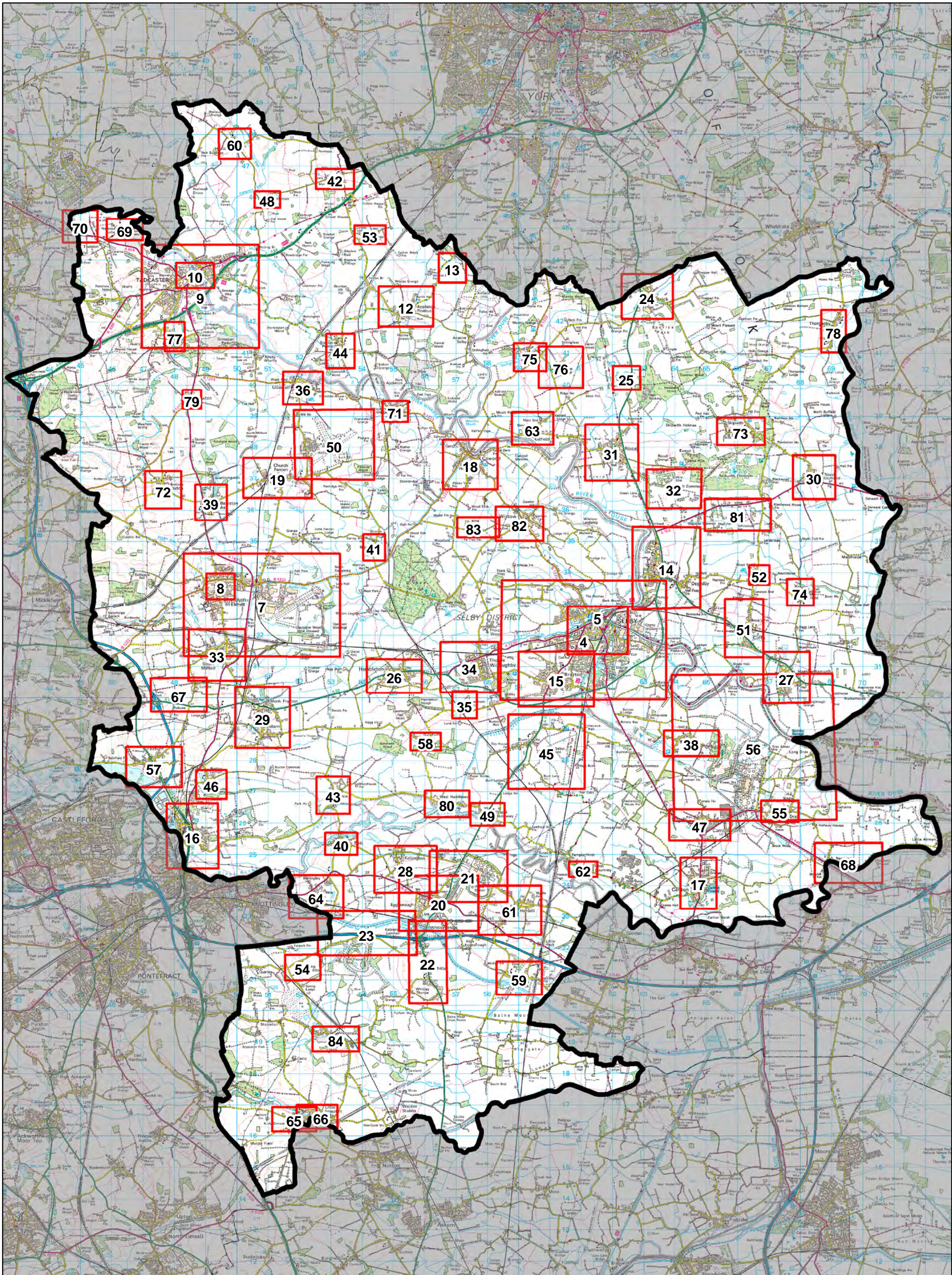
Site Reference	Size (Ha)	Site Address	Site Type	Assessment Summary	Dwelling capacity
WOMR-A	1.99	Park Farm & Rookery Farm, Womersley	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WOMR-B	1.40	Land at Manor Farm, Womersley	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A
WOMR-C	0.13	Land at Station Road, Womersley	Residential - Failed Initial Sift	Failed Initial Sift: Residential site not within or adjacent to a settlement designated in Core Strategy policy SP2 as a Principal Town, Local Service Centre or Designated Service Village.	N/A

Pool of Sites Consultation Document

Appendix 2: Settlement Maps



All the sites presented within this document are for consultation purposes only. None are being given any status at this stage. Inclusion of a site in the “Pool of Sites” is not a material consideration for development management decisions. The Council has not made any decisions yet on any site allocations. This will come later at the Publication draft plan stage next year.



Site Allocations - Settlement Mapbook Page Numbers

0 2.5 5 10 Miles

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Settlement Maps

Principal Town

- Selby
- Selby Town Centre

Local Service Centres

- Sherburn In Elmet
- Sherburn Town Centre
- Tadcaster
- Tadcaster Town Centre

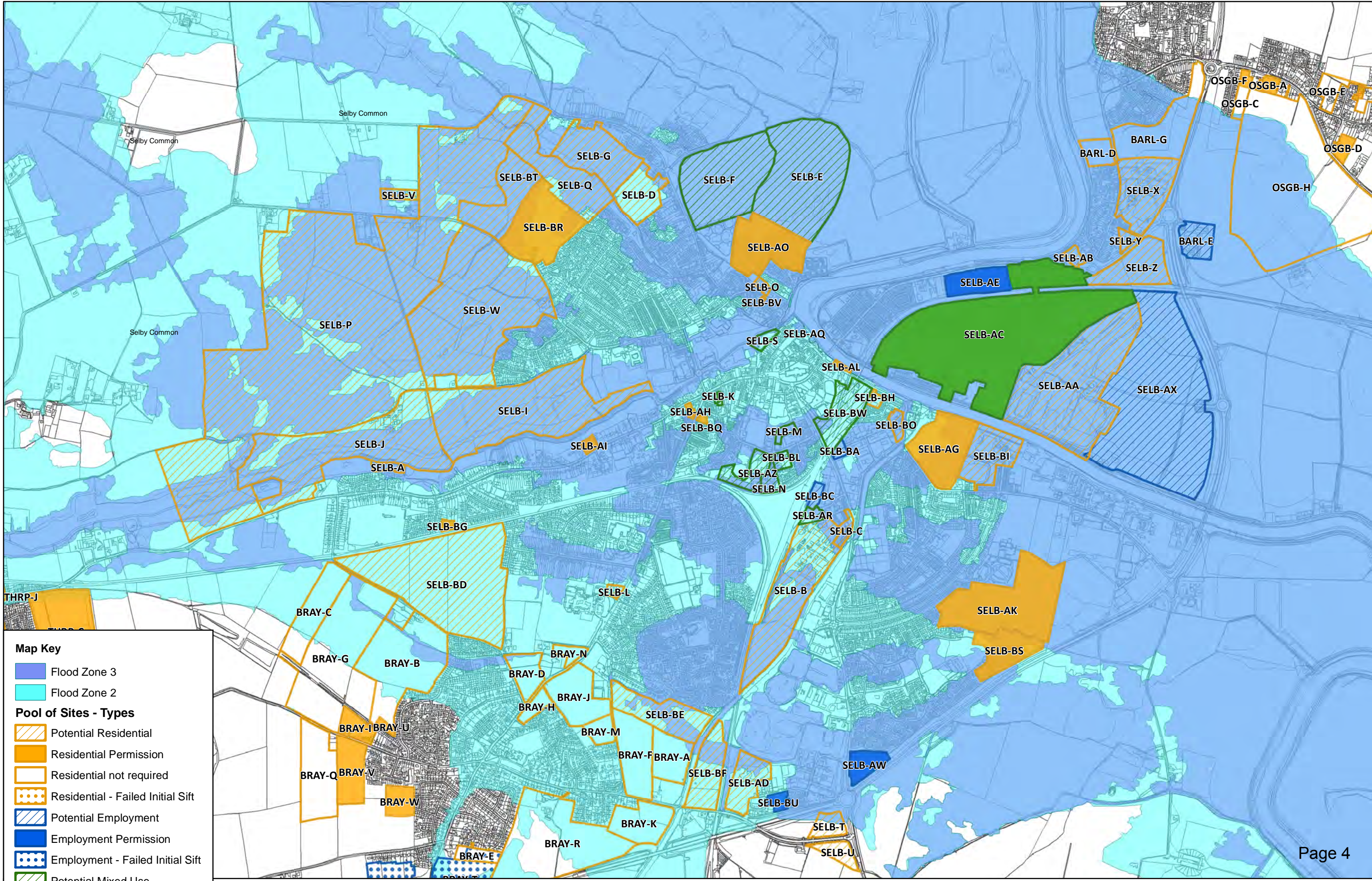
Designated Service Villages

- Appleton Roebuck
- Appleton Roebuck Barracks
- Barlby Village/Osgodby
- Brayton
- Byram/Brotherton
- Carlton
- Cawood
- Church Fenton
- Eggborough
- Eggborough Power Station & Euro Auctions Ltd
- Whitley
- M62 Corridor – Strategic Sites
- Escrick
- Escrick Business Park
- Hambleton
- Hemingbrough
- Kellington
- Monk Fryston/Hillam
- North Duffield
- Riccall
- Riccall Mine / Riccall Common
- South Milford
- Thorpe Willoughby
- Gateforth Mushroom Farm
- Ulleskelf

Secondary Villages

- Barlow
- Barkston Ash
- Beal
- Biggin
- Bilbrough
- Birkin
- Bolton Percy
- Burn
- Burton Salmon
- Camblesforth
- Catterton
- Chapel Haddlesey
- Church Fenton Airbase
- Cliffe
- Cliffe Common
- Colton
- Cridling Stubbs
- Drax
- Drax Power Station
- Fairburn
- Gateforth
- Great Heck
- Healaugh
- Hensall
- Hirst Courtney
- Kelfield
- Kellingley Colliery
- Kirk Smeaton
- Little Smeaton
- Lumby
- Newland
- Newton Kyme
- Newton Kyme Papyrus Works
- Ryther
- Saxton
- Skipwith
- South Duffield
- Stillingfleet
- Stillingfleet Mine
- Stutton
- Thorganby
- Towton
- West Haddlesey
- Whitemoor Mine
- Wistow
- Wistow Mine
- Womersley

Principal Town

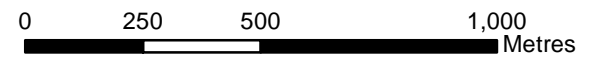


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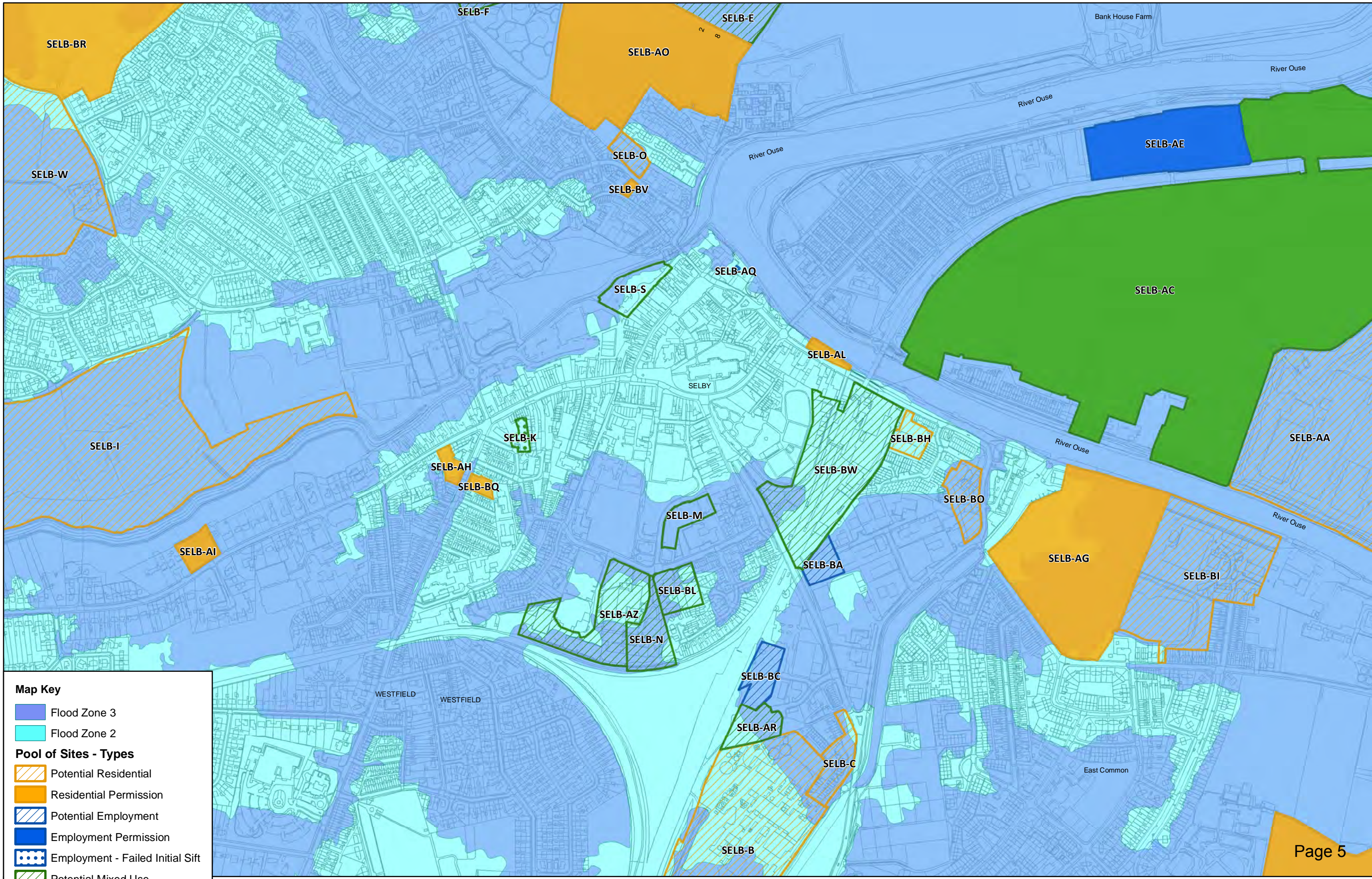
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment Permission
- Employment - Failed Initial Sift
- Potential Mixed Use
- Mixed use Permission
- Mixed Use - Failed Initial Sift
- Discounted Mixed Use



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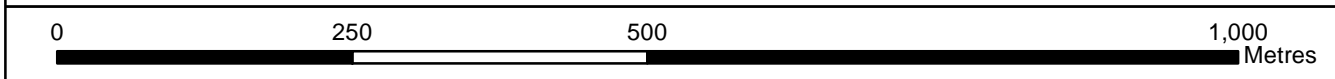


Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

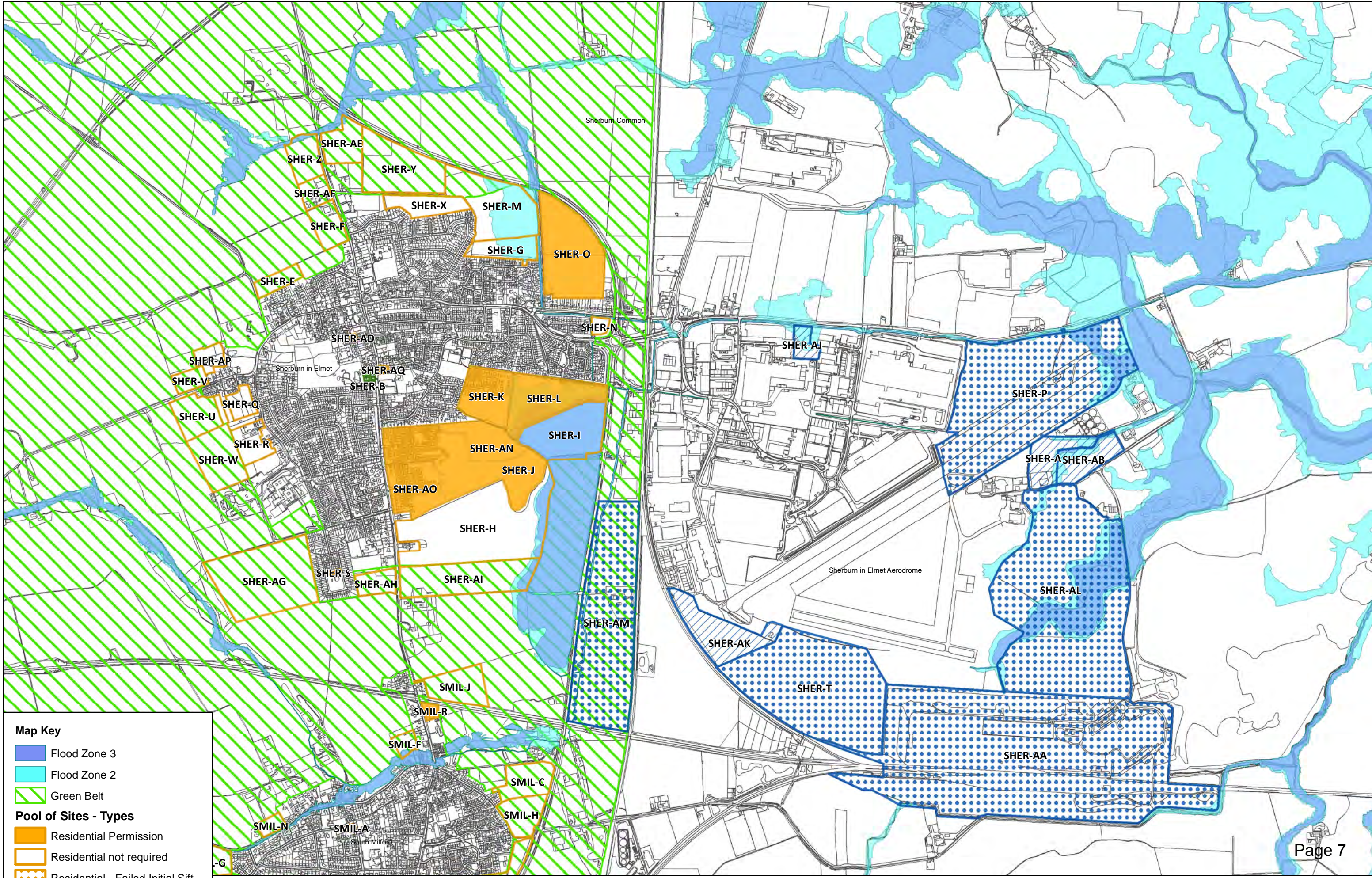
- Potential Residential
- Residential Permission
- Potential Employment
- Employment Permission
- Employment - Failed Initial Sift
- Potential Mixed Use
- Mixed use Permission
- Mixed Use - Failed Initial Sift
- Discounted Mixed Use



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Selby Town Centre

Local Service Centres

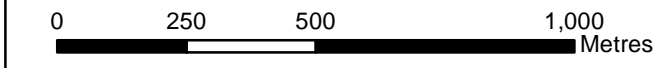


Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

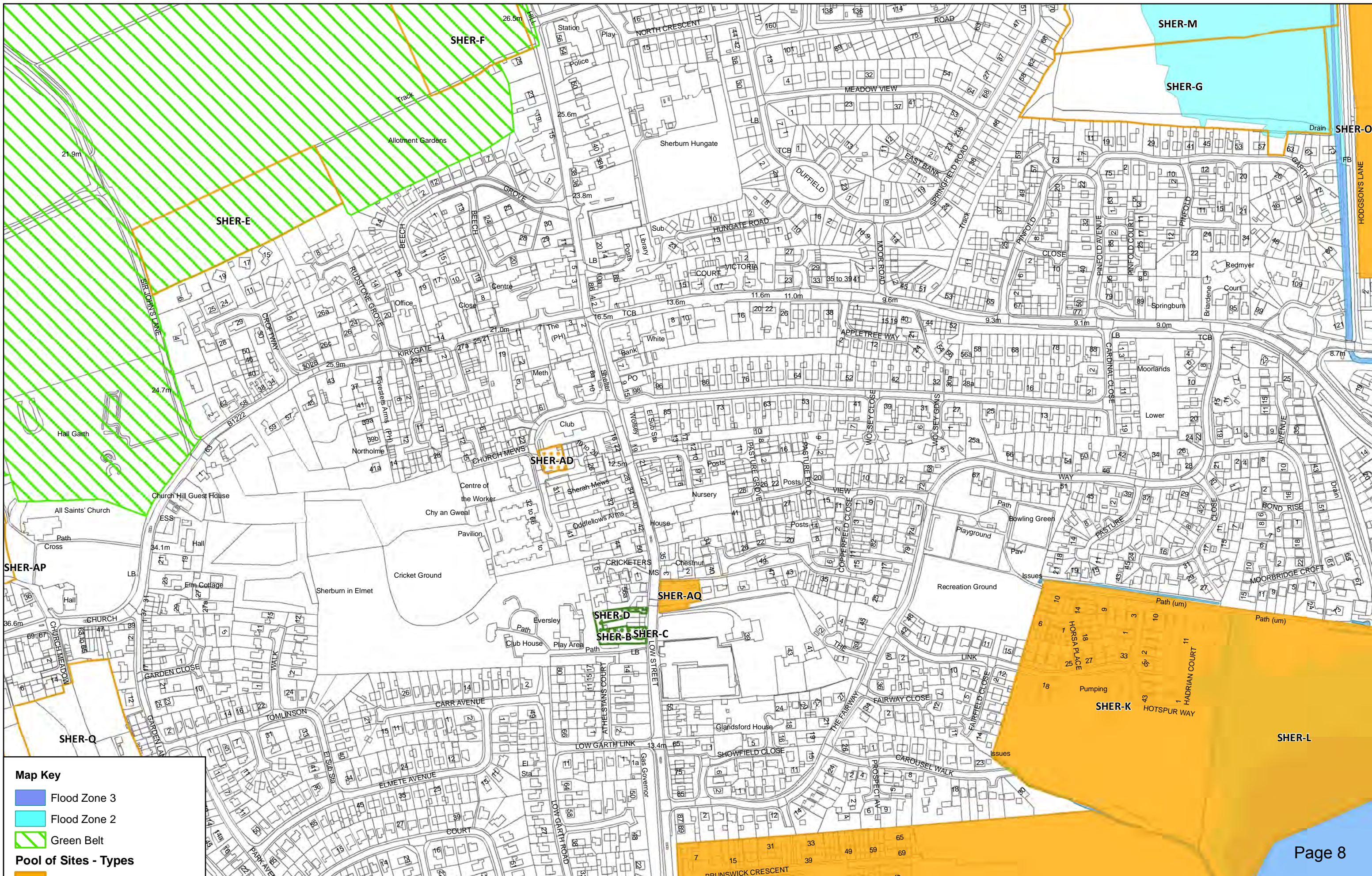
Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift
- Mixed Use - Failed Initial Sift



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Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

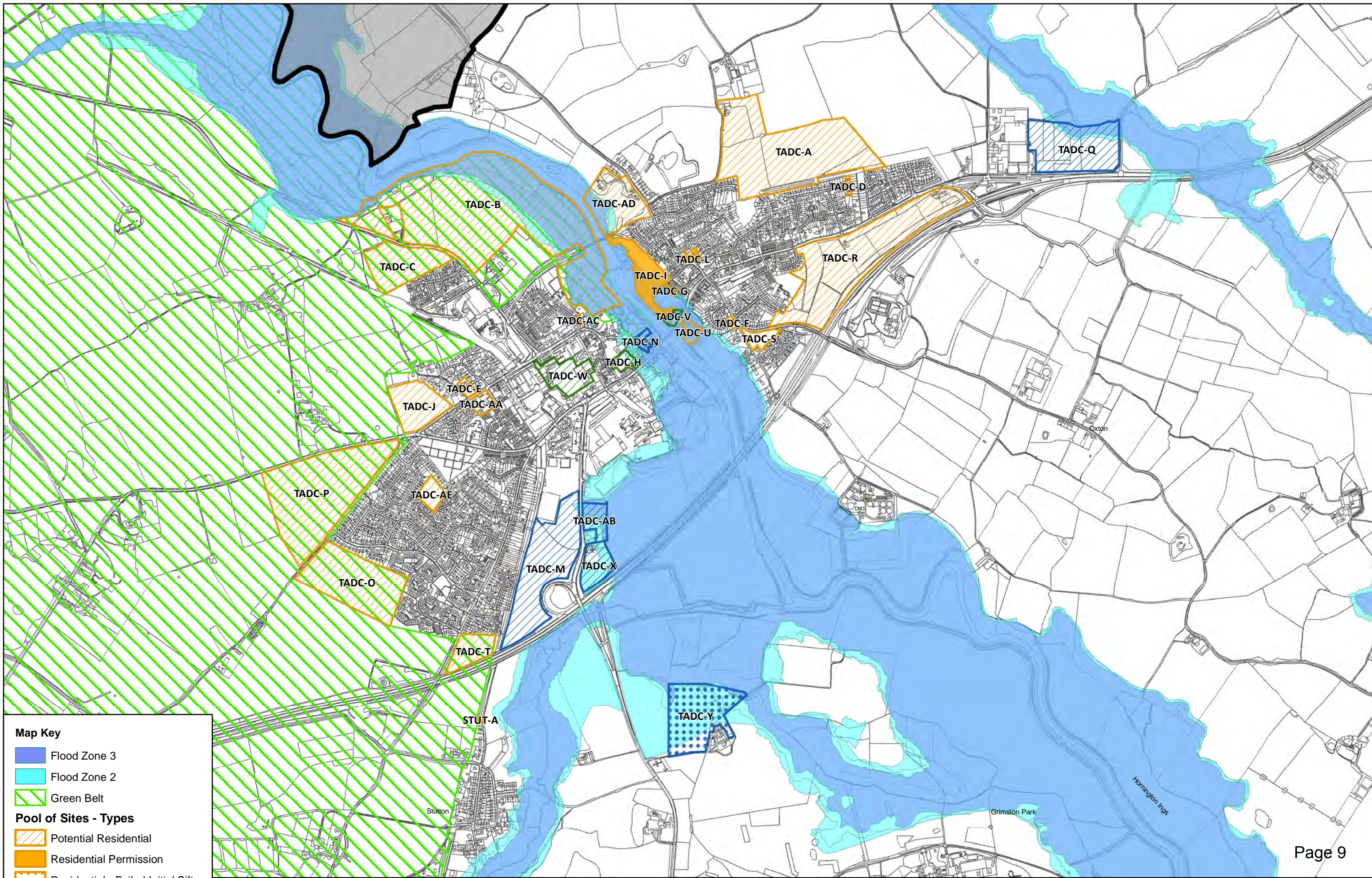
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Mixed Use - Failed Initial Sift



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Sherburn In Elmet Town Centre



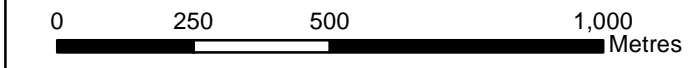


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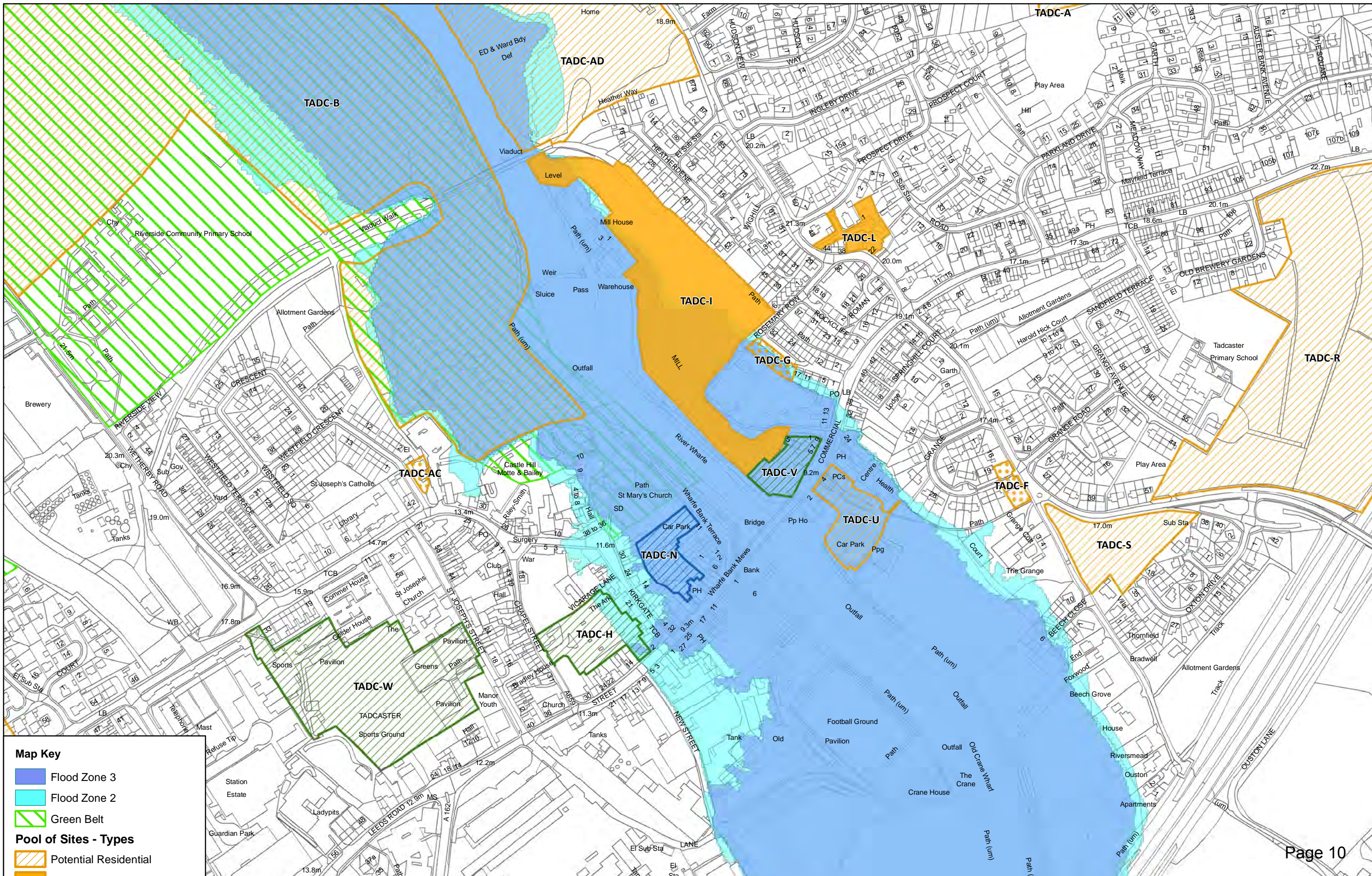
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift
- Potential Mixed Use



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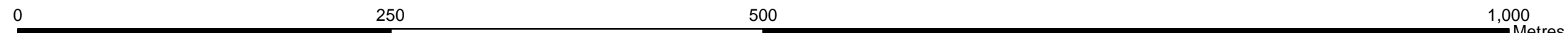


Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

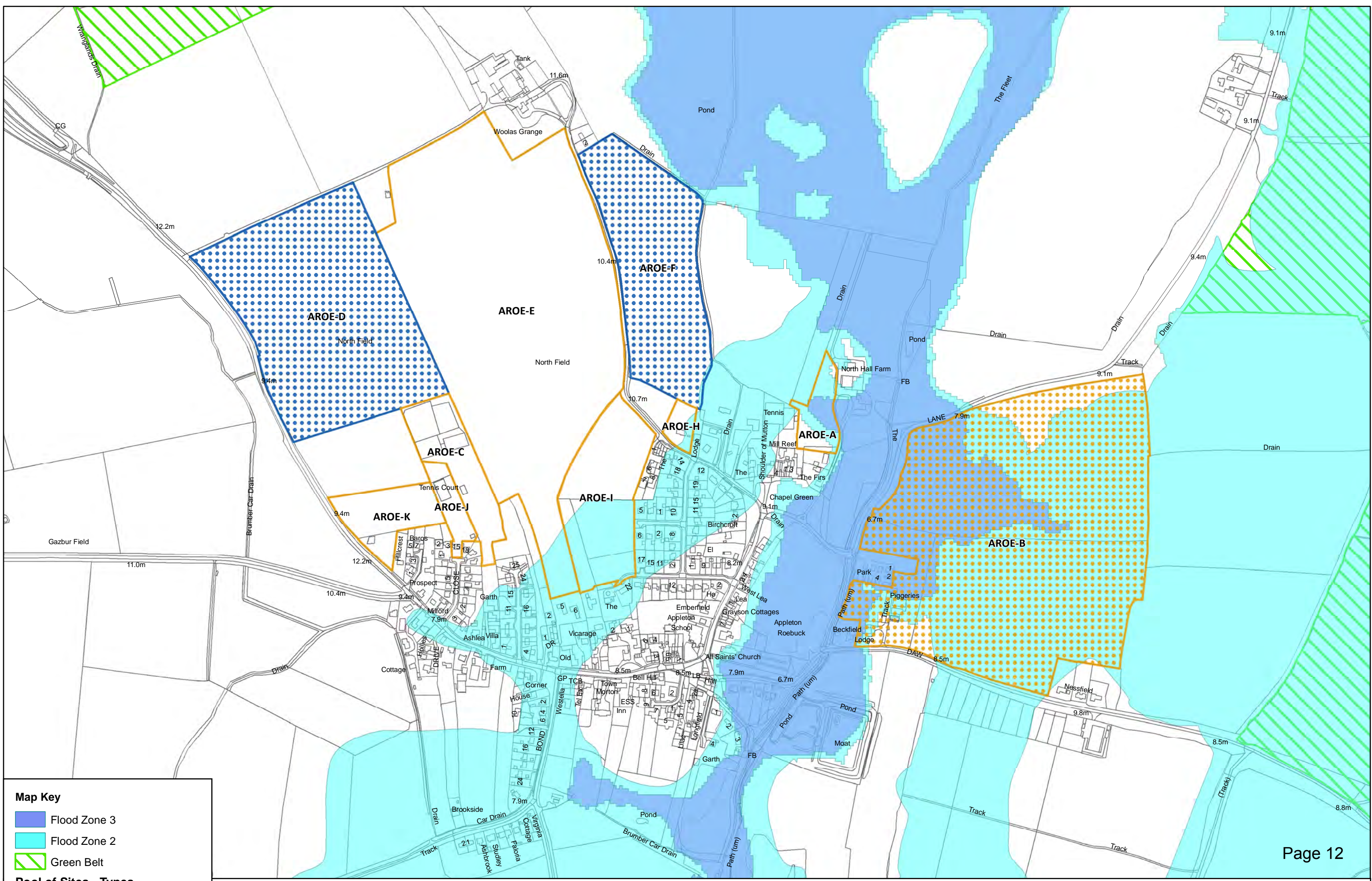
- Potential Residential
- Residential Permission
- Residential - Failed Initial Sift
- Potential Employment
- Potential Mixed Use



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Designated Service Villages

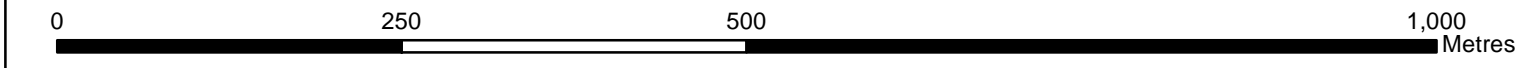


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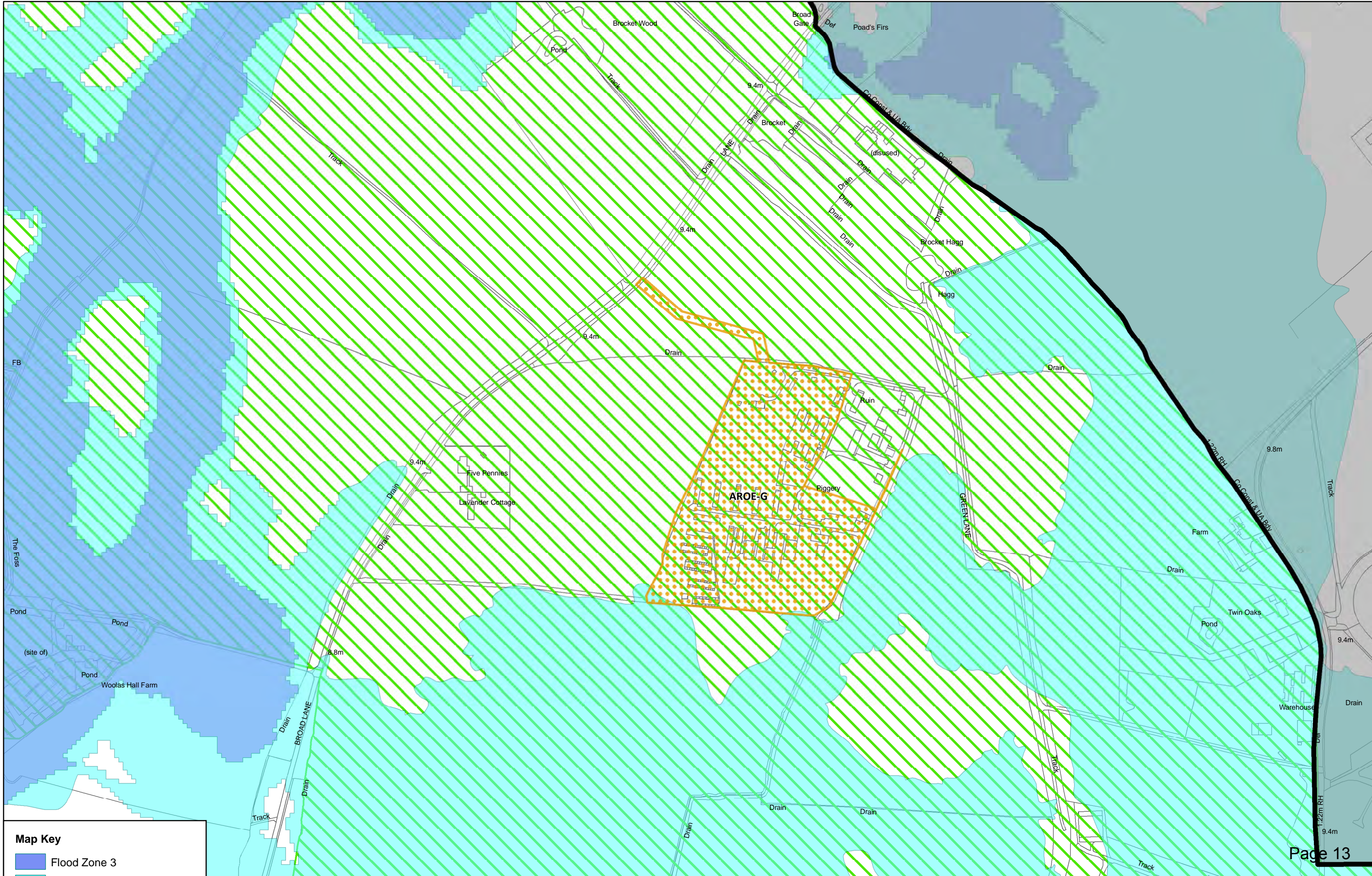
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential not required
- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

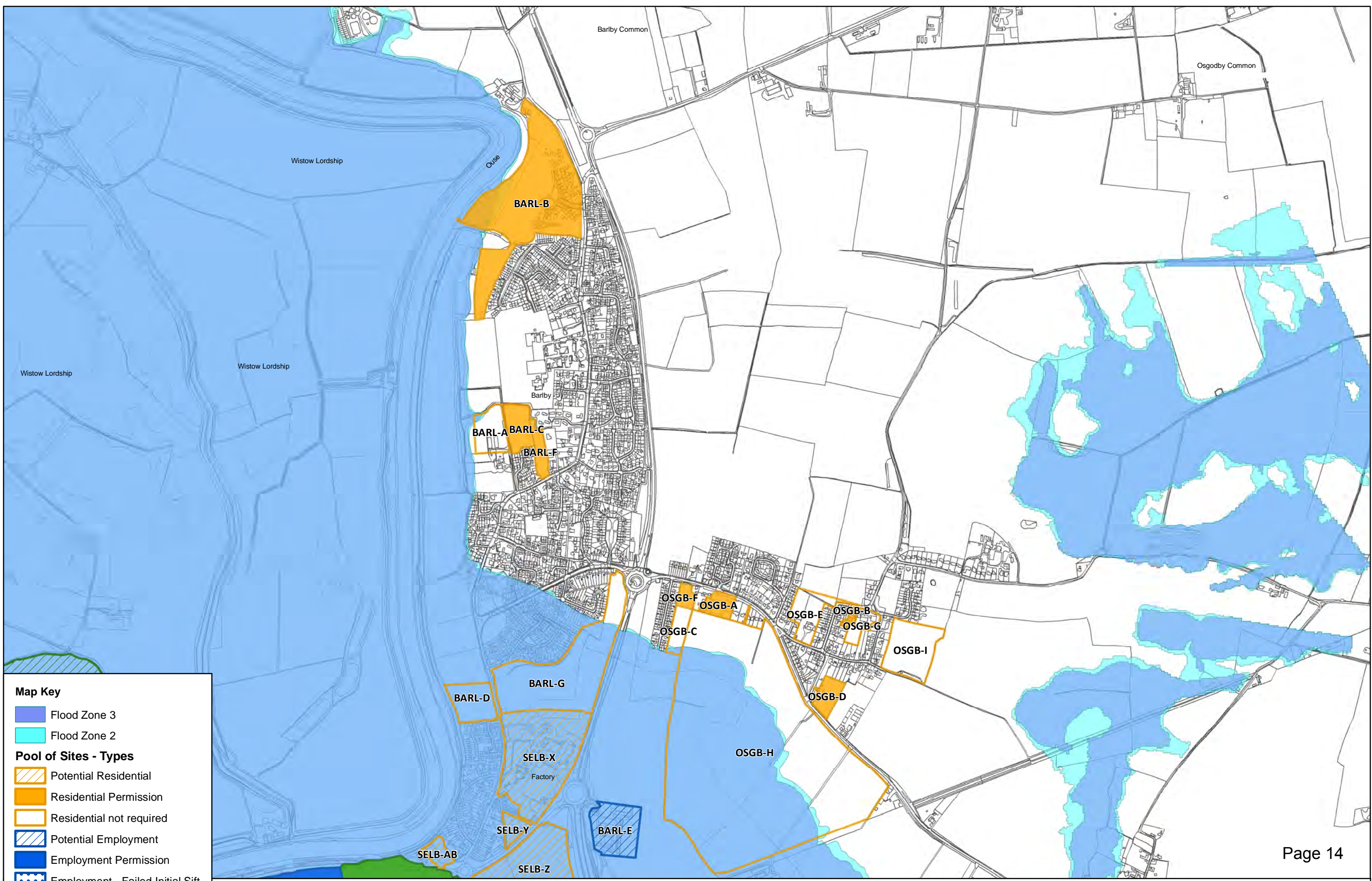
- Residential - Failed Initial Sift



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Appleton Roebuck Barracks



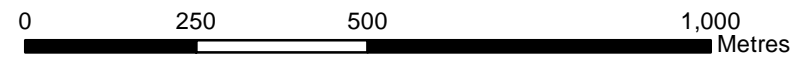


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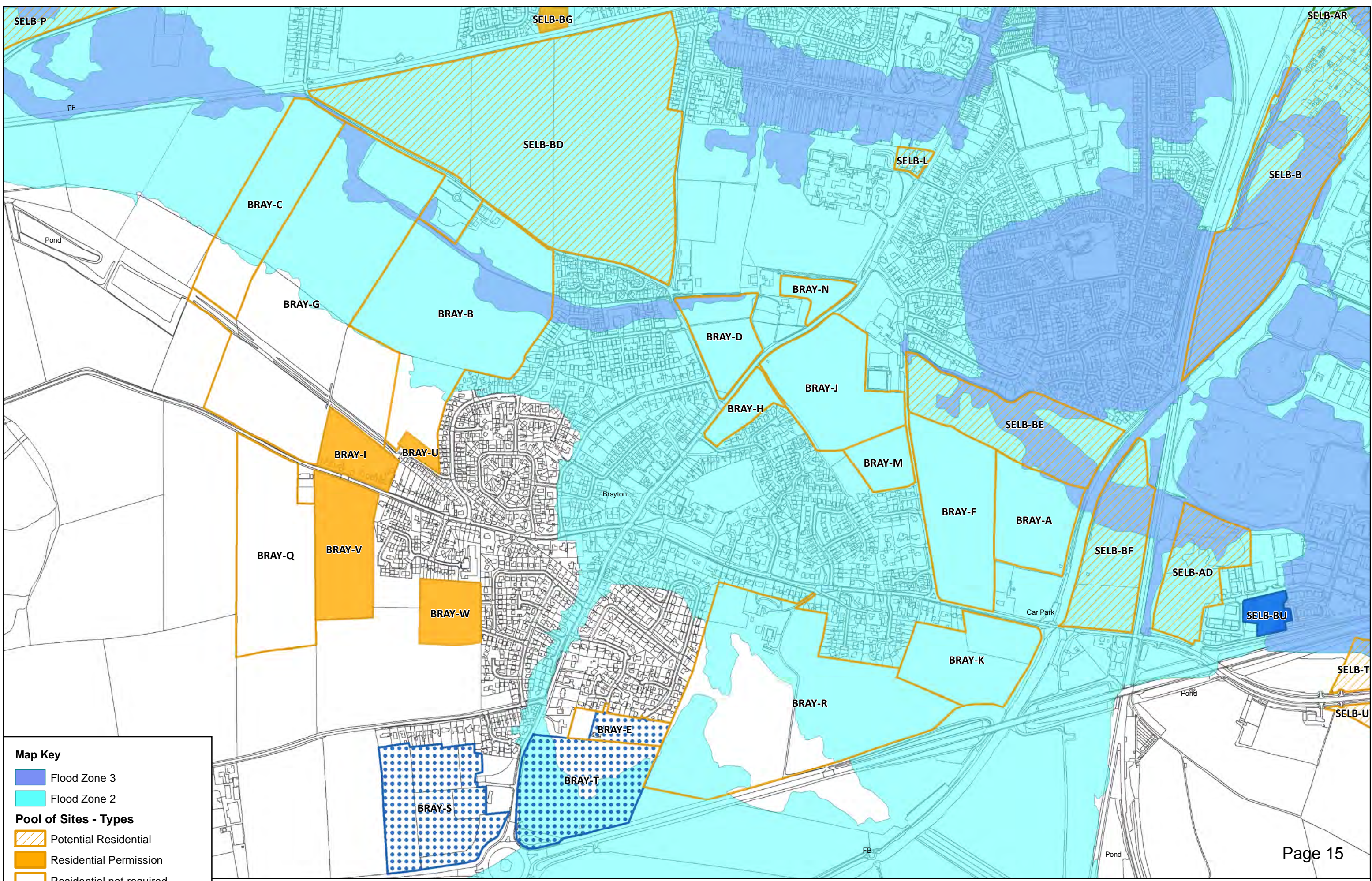
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential not required
- Potential Employment
- Employment Permission
- Employment - Failed Initial Sift
- Potential Mixed Use
- Mixed use Permission
- Discounted Mixed Use



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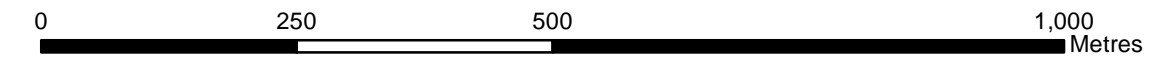


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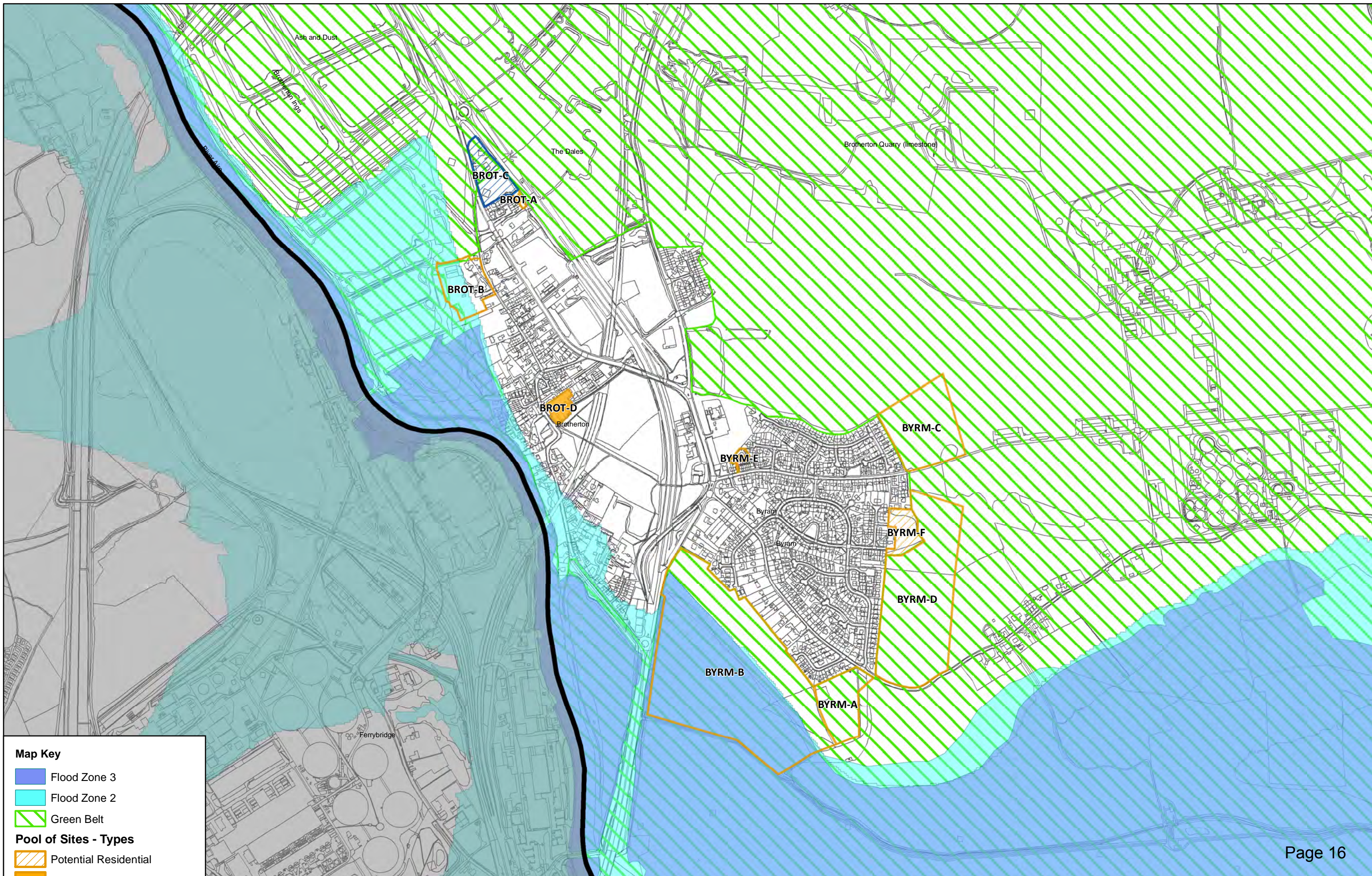
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential not required
- Employment Permission
- Employment - Failed Initial Sift
- Potential Mixed Use



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Map Key

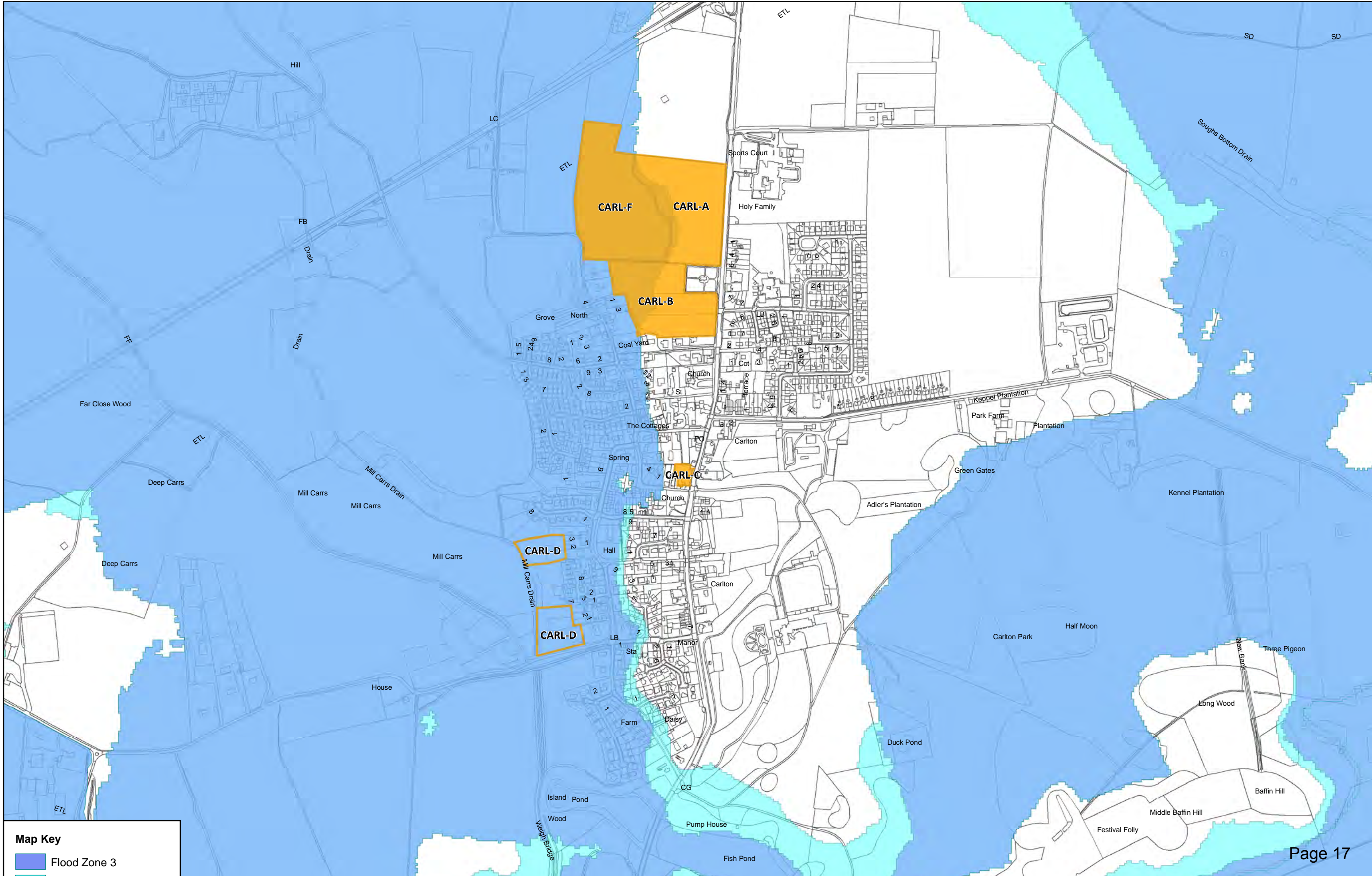
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment



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Map Key

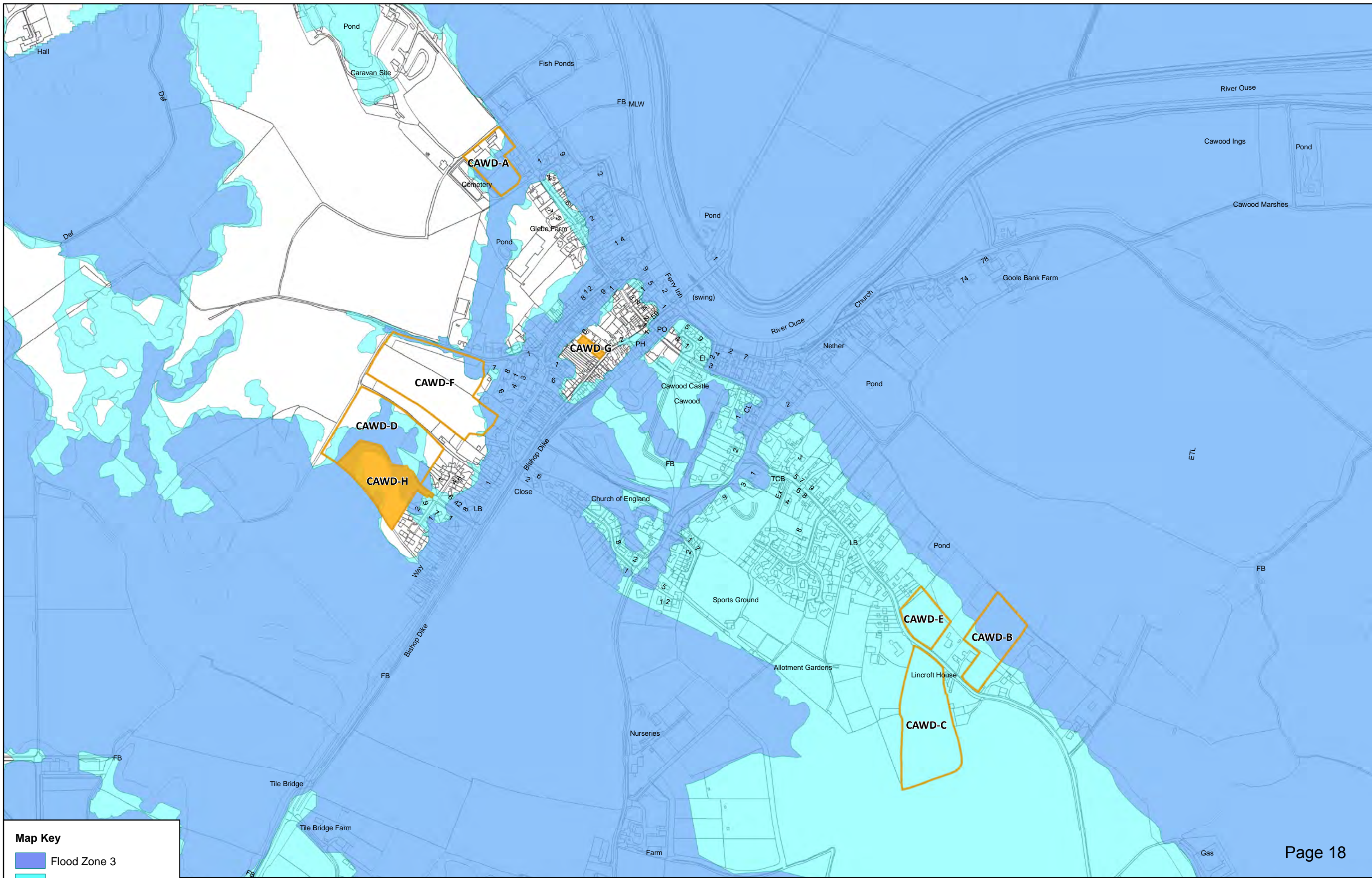
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required



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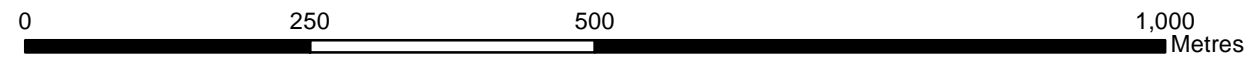


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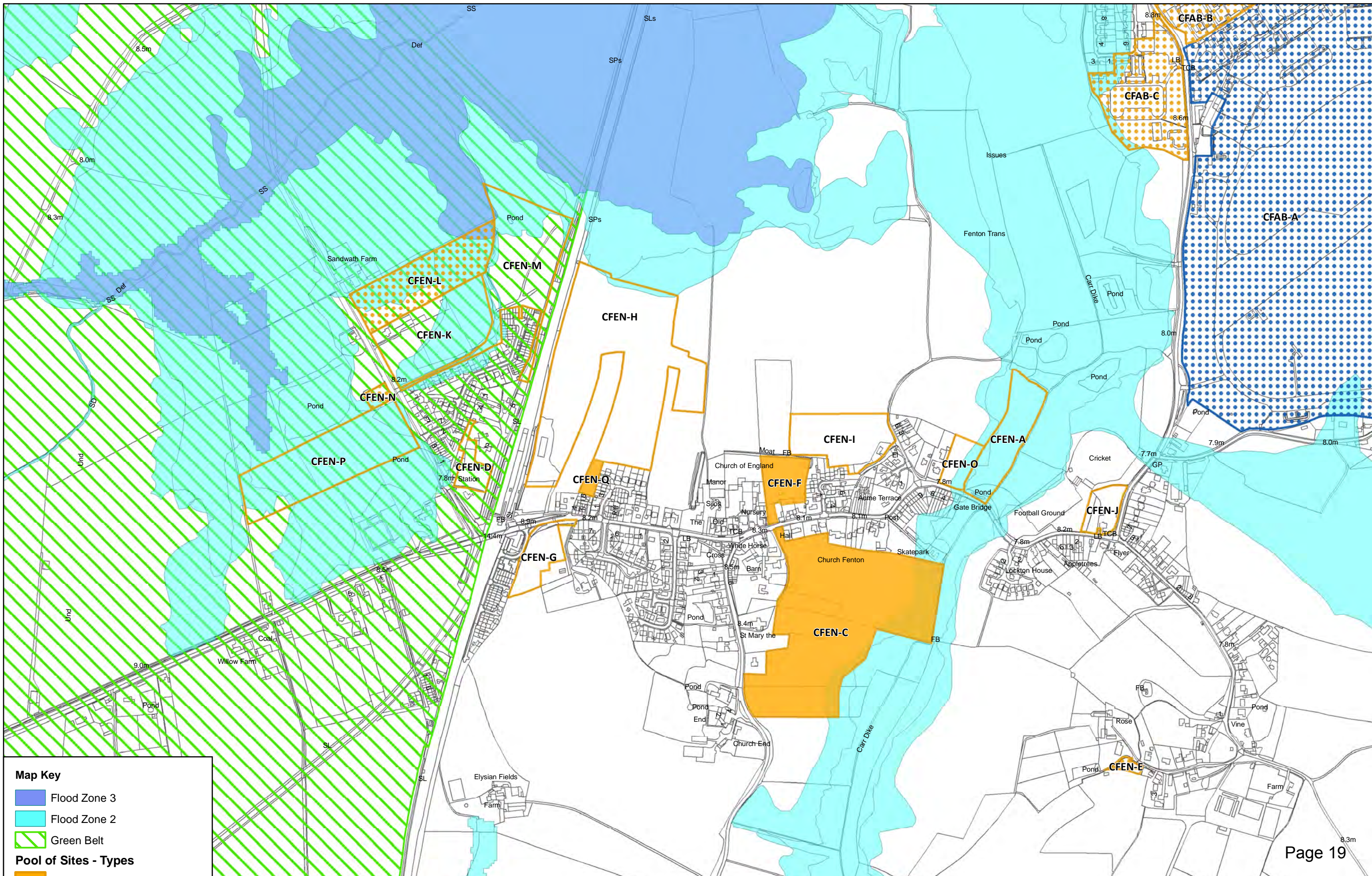
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required



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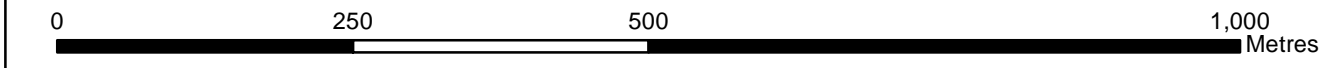


Map Key

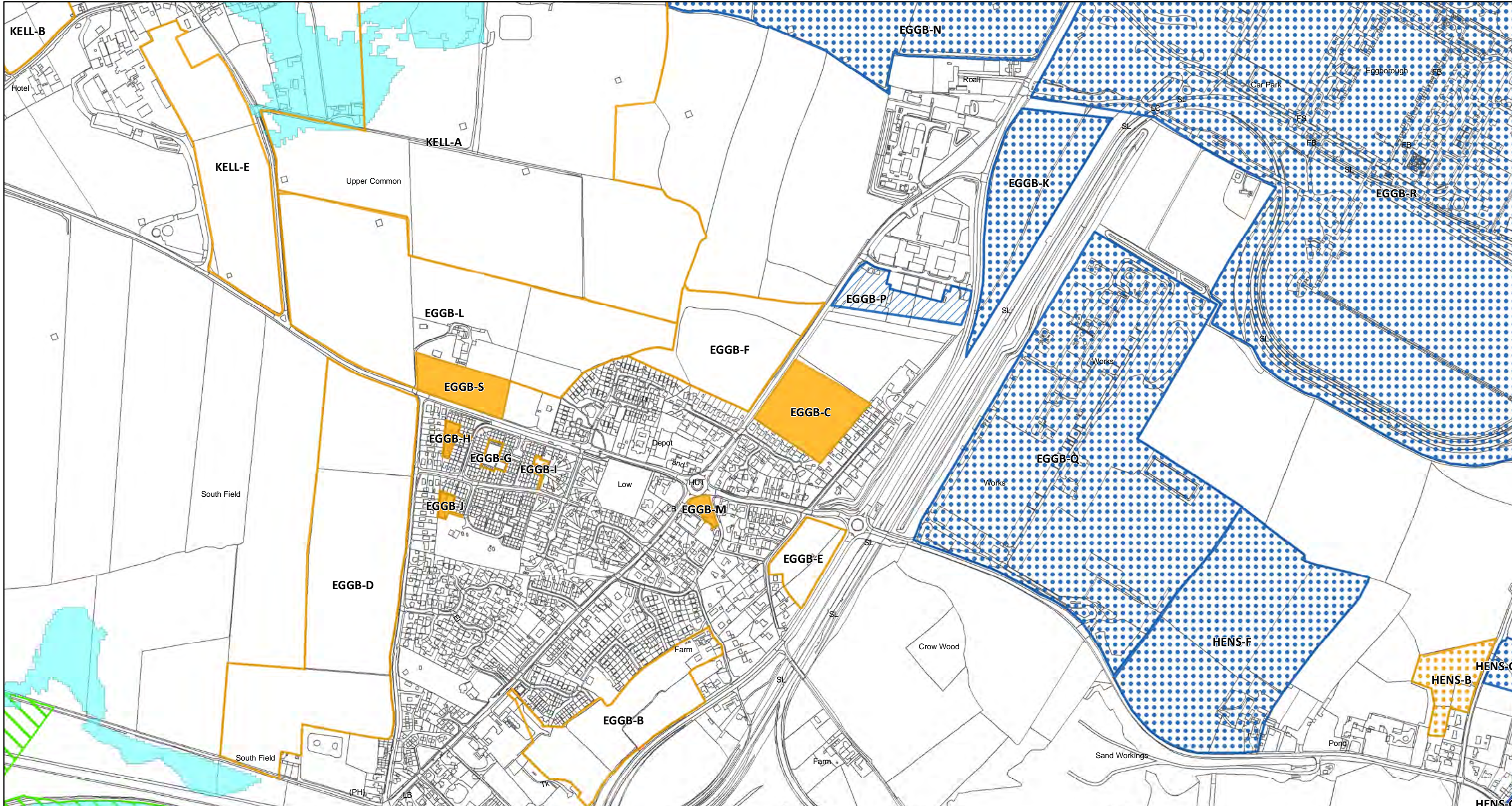
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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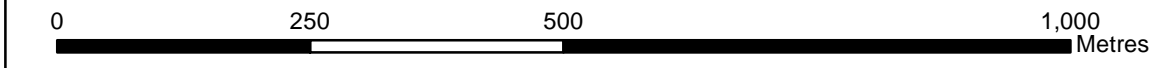


Map Key

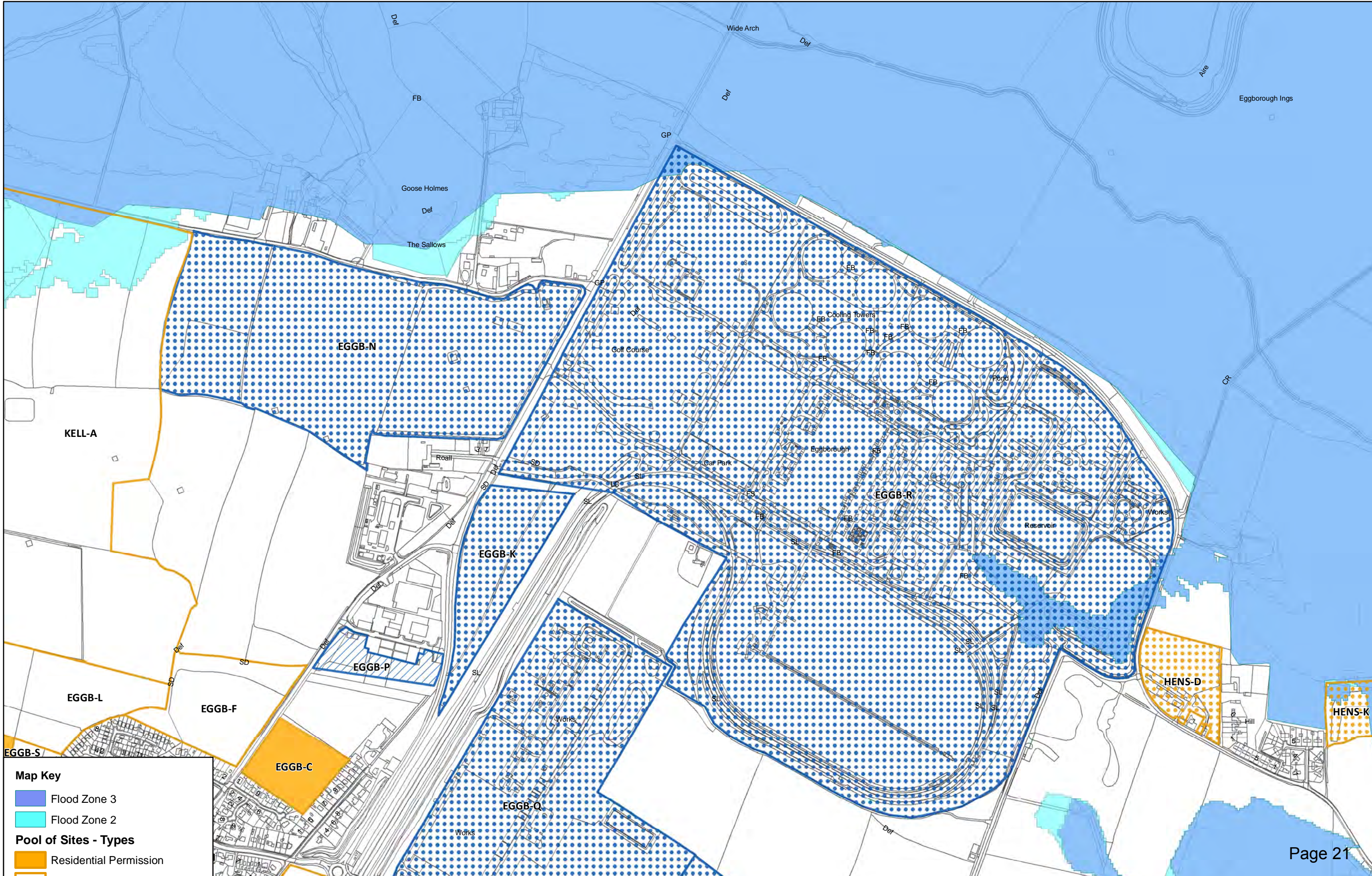
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift
- Potential Mixed Use



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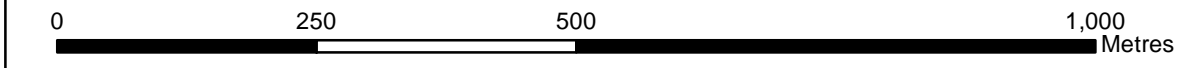


Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

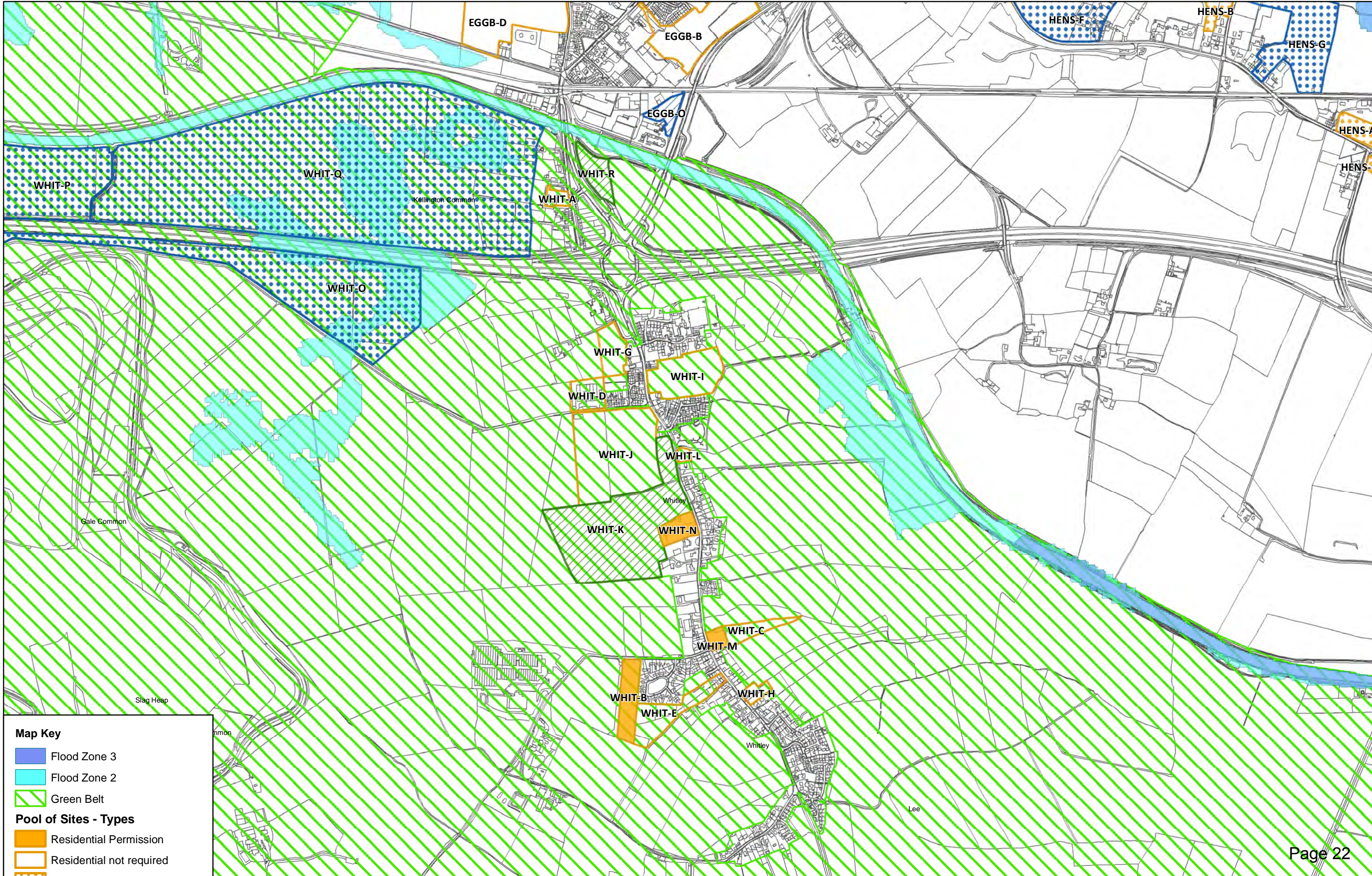
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift



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Eggborough Power Station & Euro Auctions Ltd



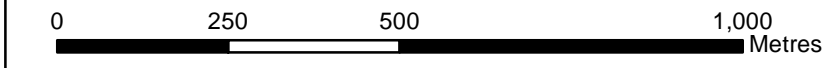


Map Key

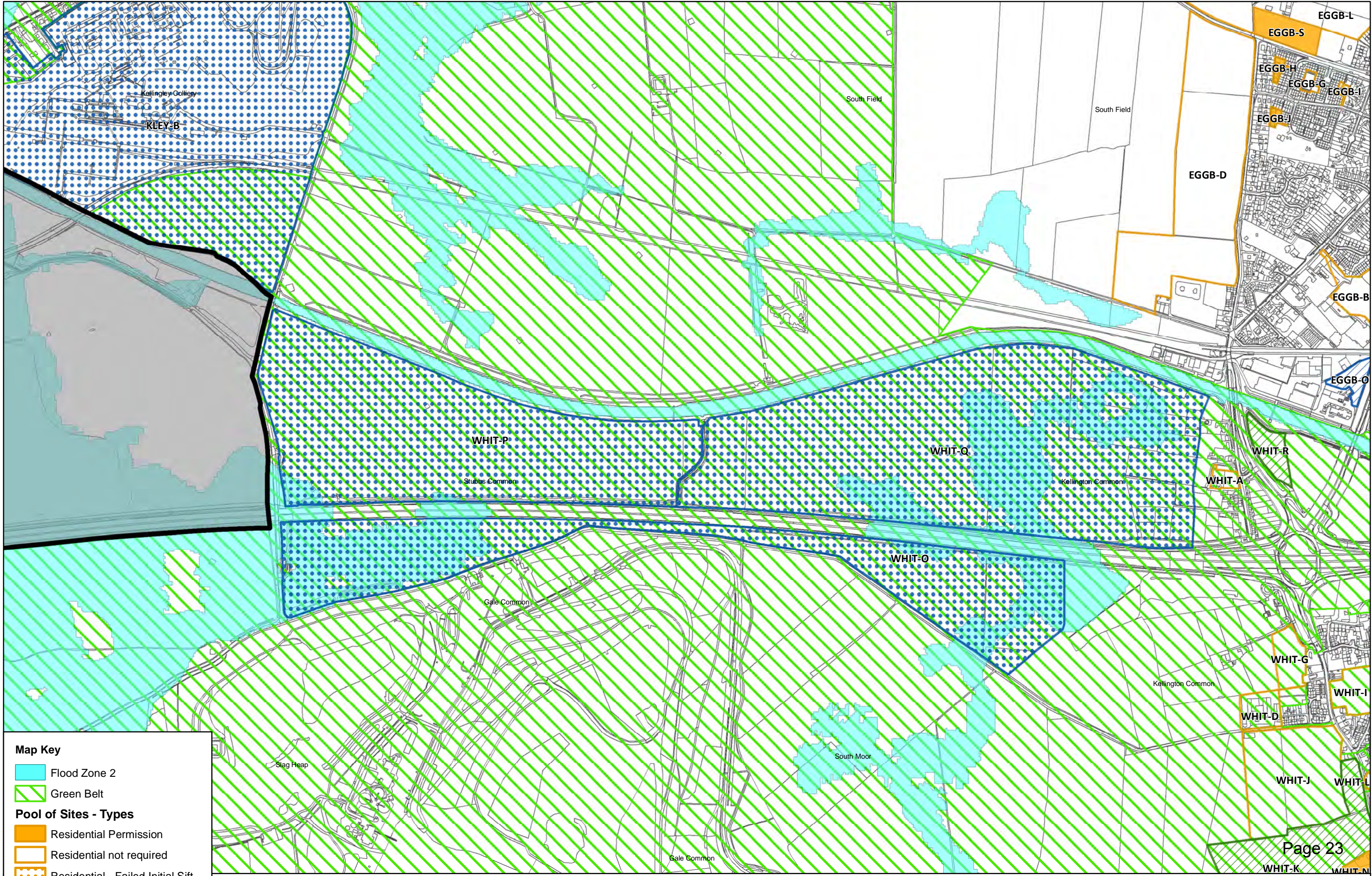
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift
- Potential Mixed Use



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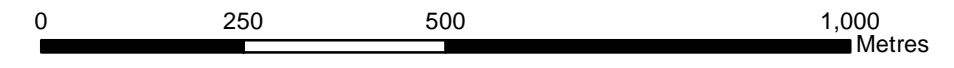


Map Key

- Flood Zone 2
- Green Belt

Pool of Sites - Types

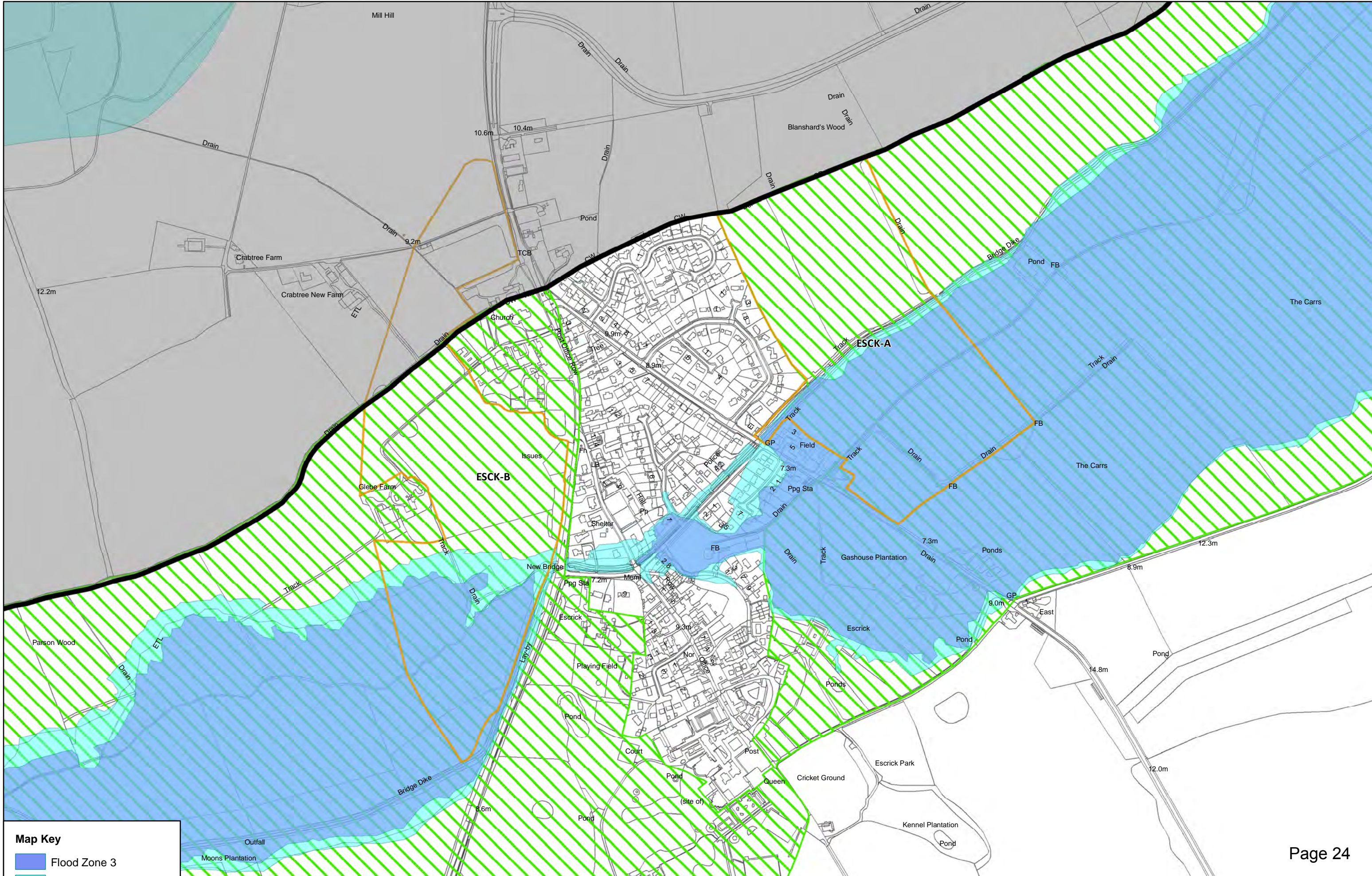
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift
- Potential Mixed Use



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M62 Corridor Strategic Sites





Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

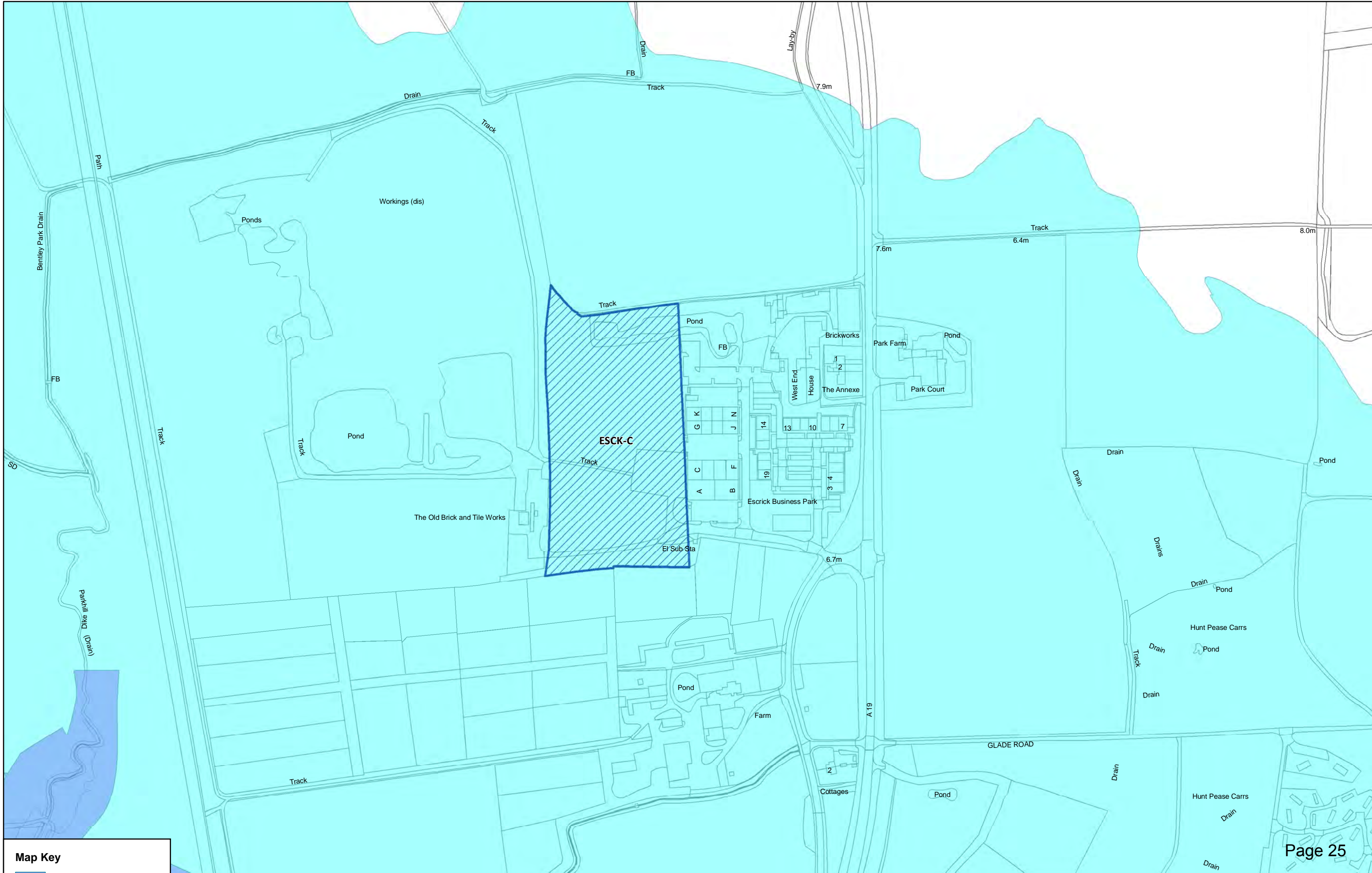
Pool of Sites - Types

- Residential not required



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Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

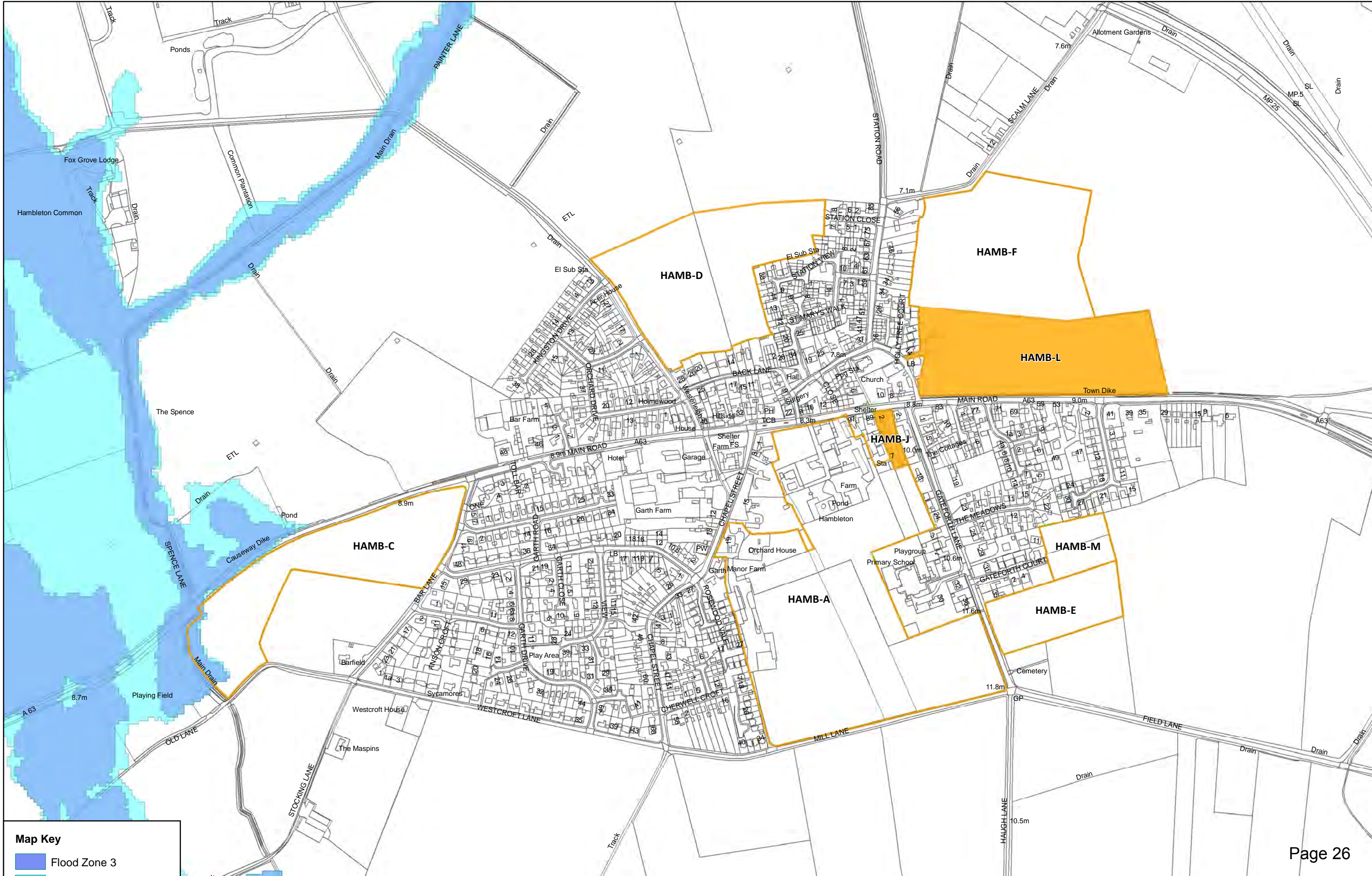
- Potential Employment



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Esrick Business Park



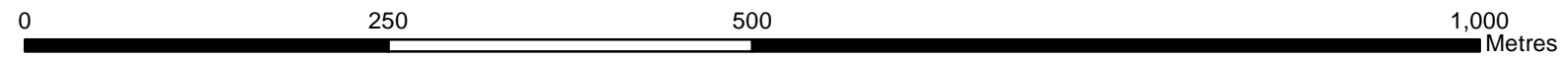


Map Key

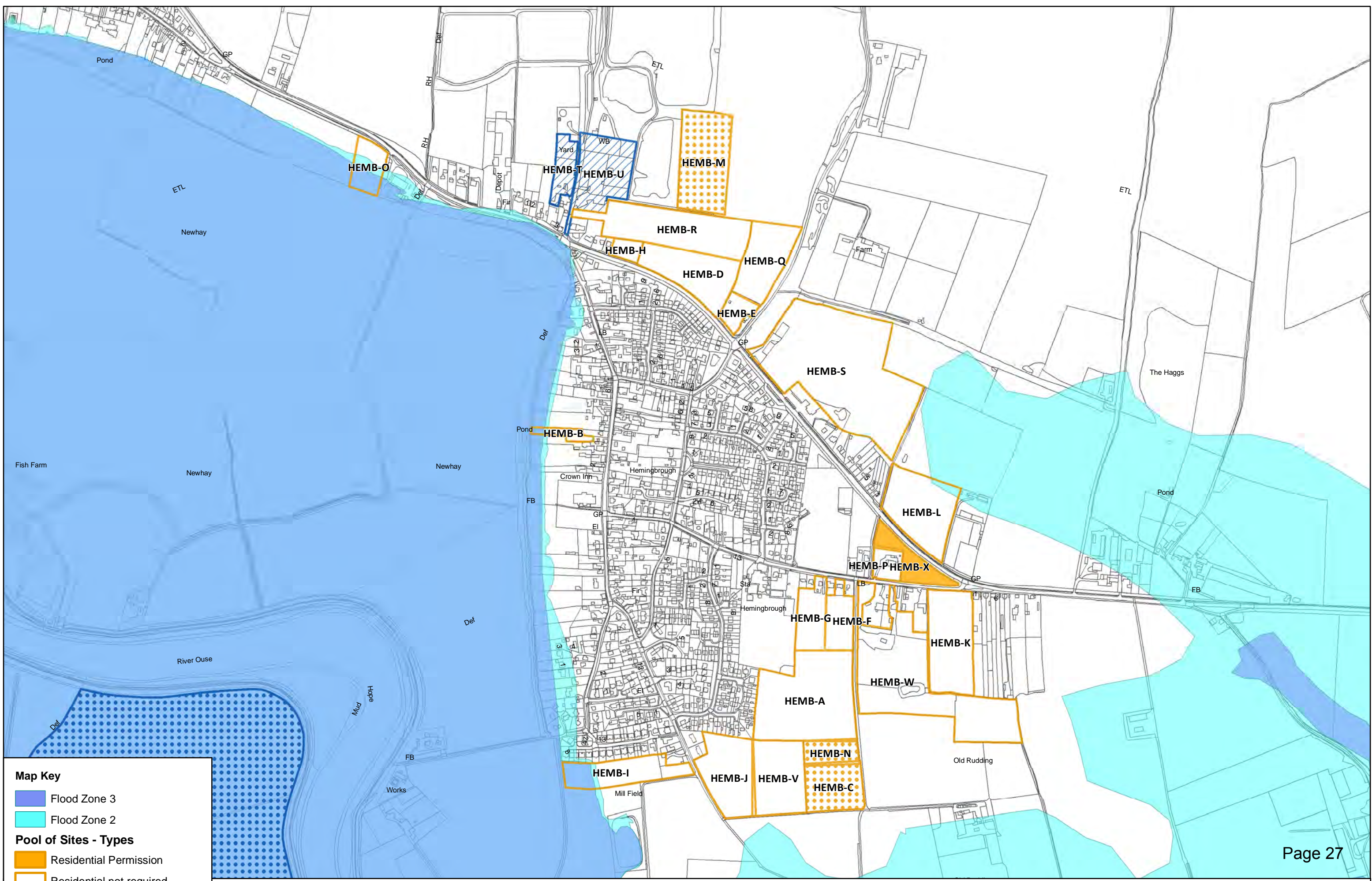
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required



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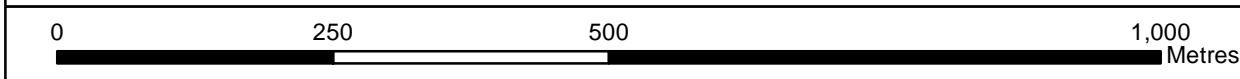


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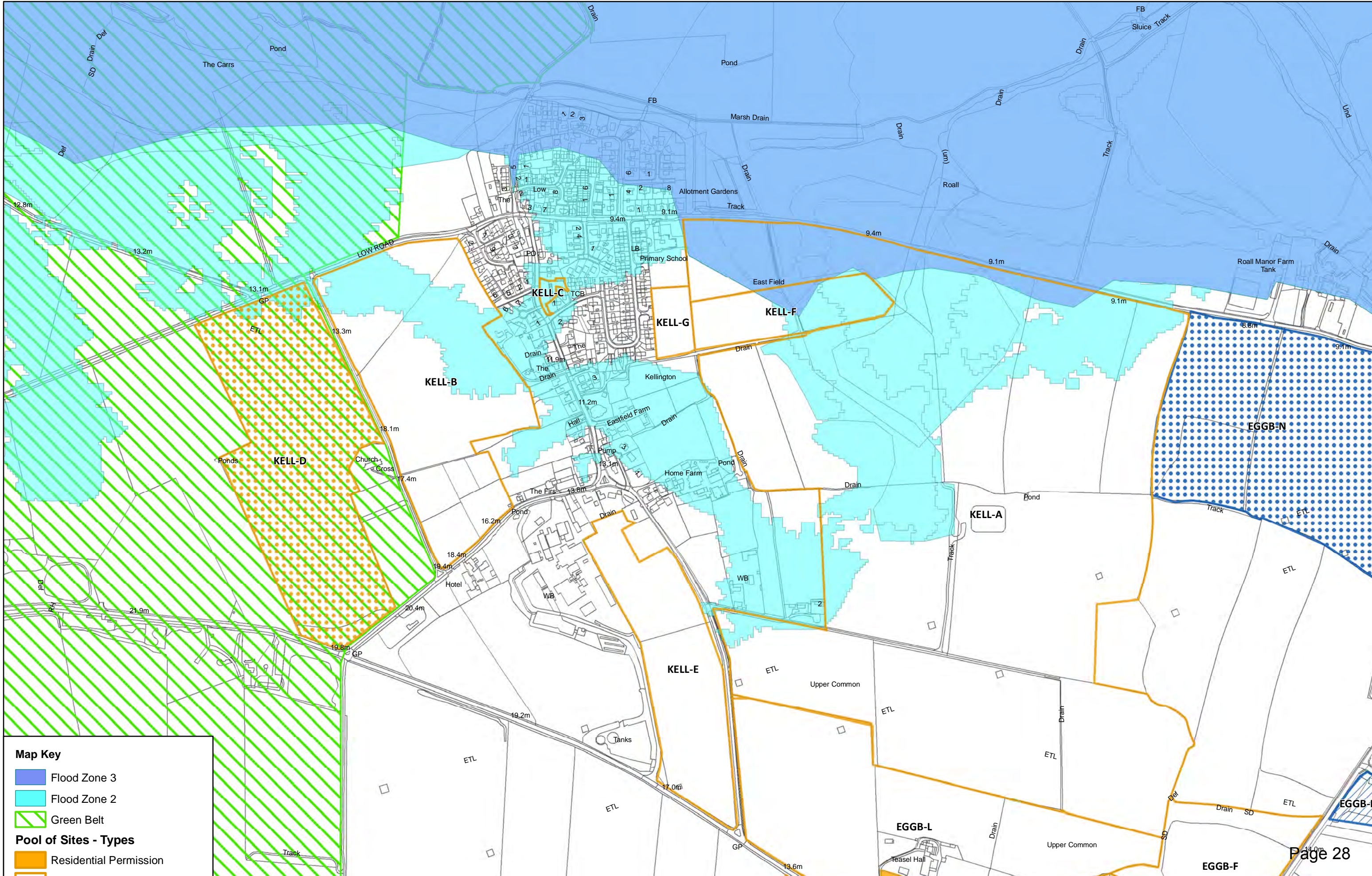
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift



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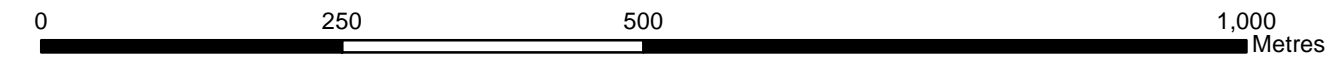


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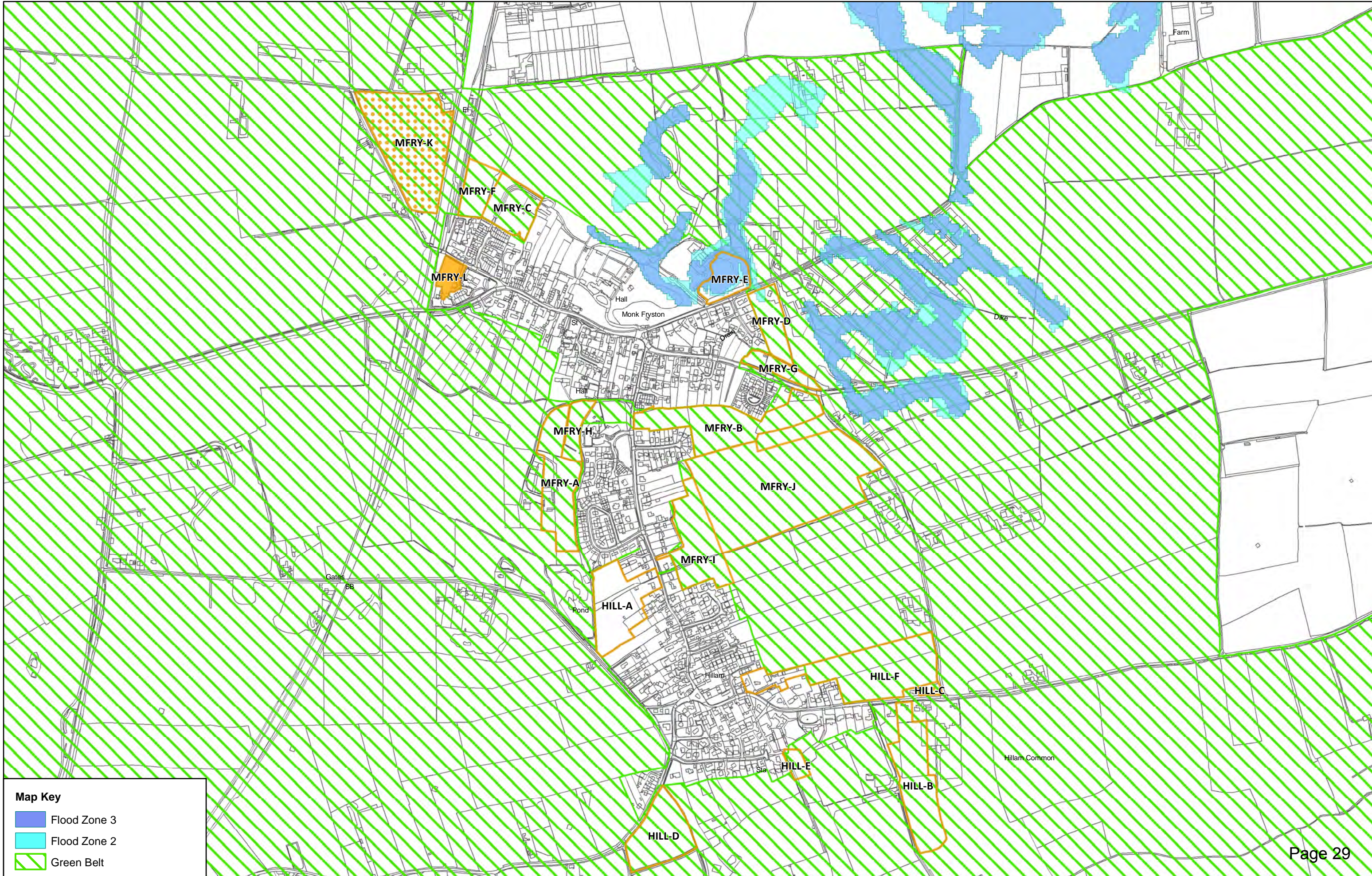
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift



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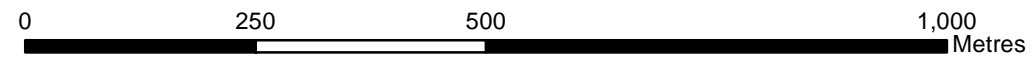


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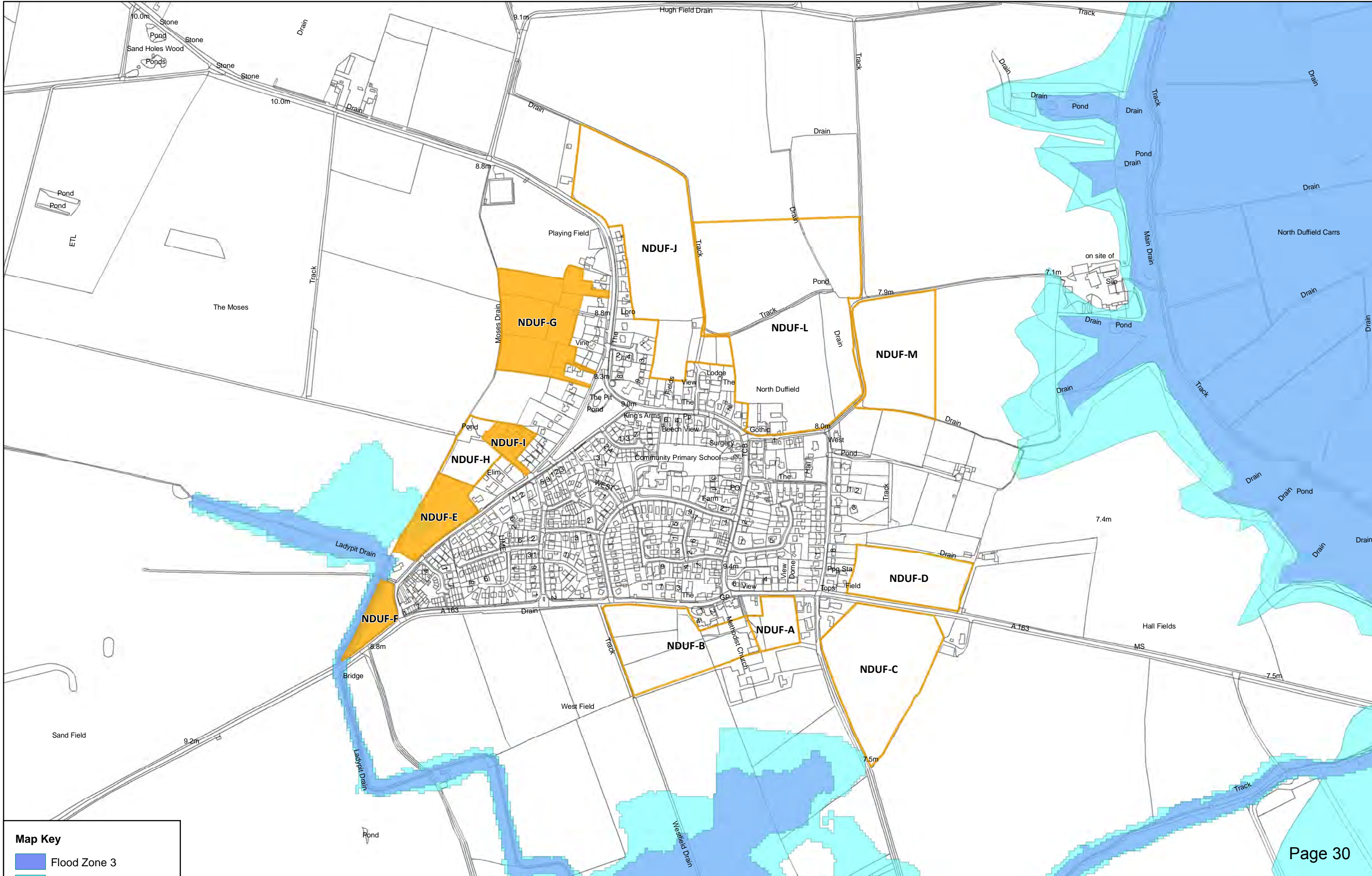
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift



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Map Key

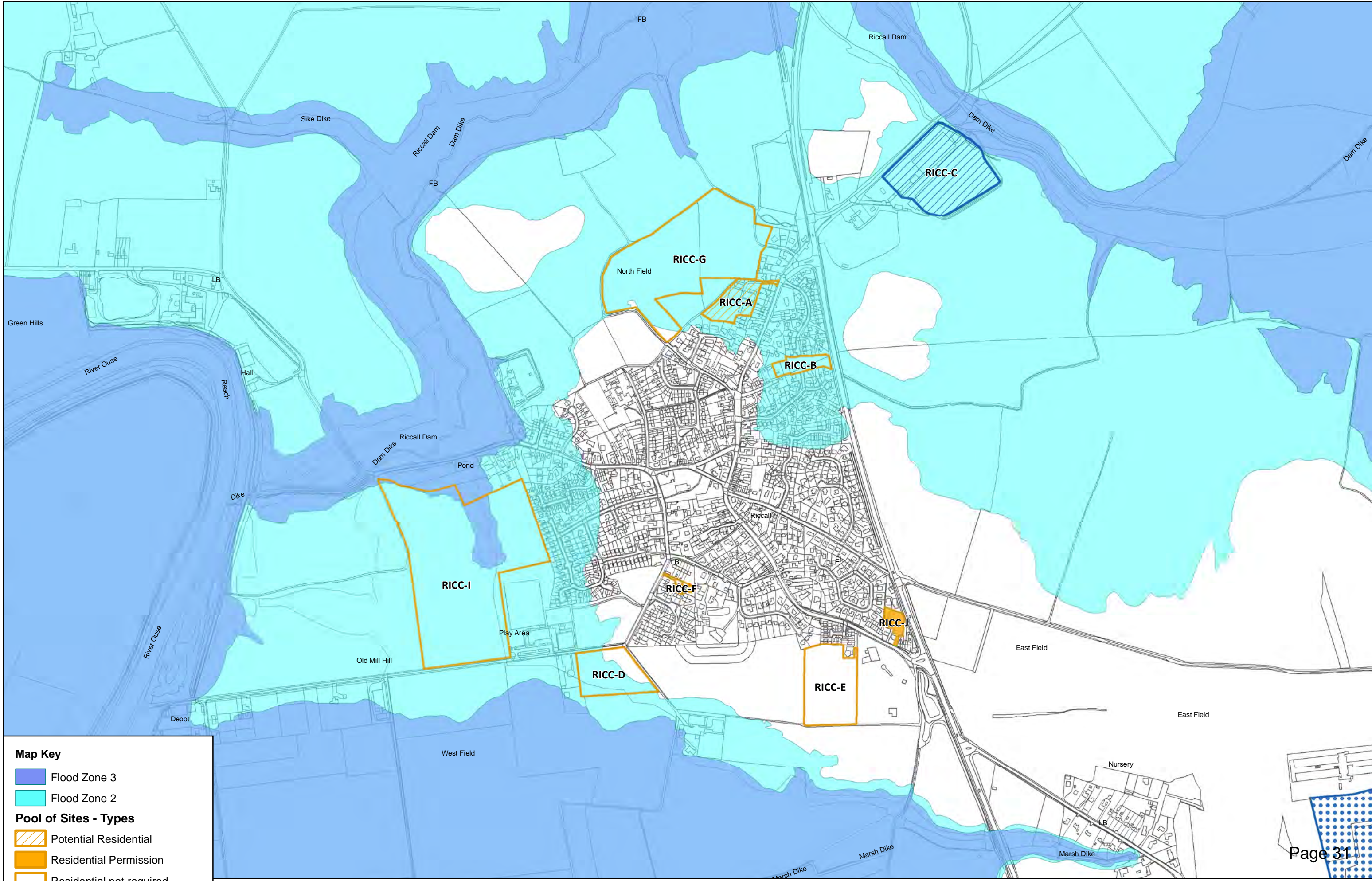
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required



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Map Key

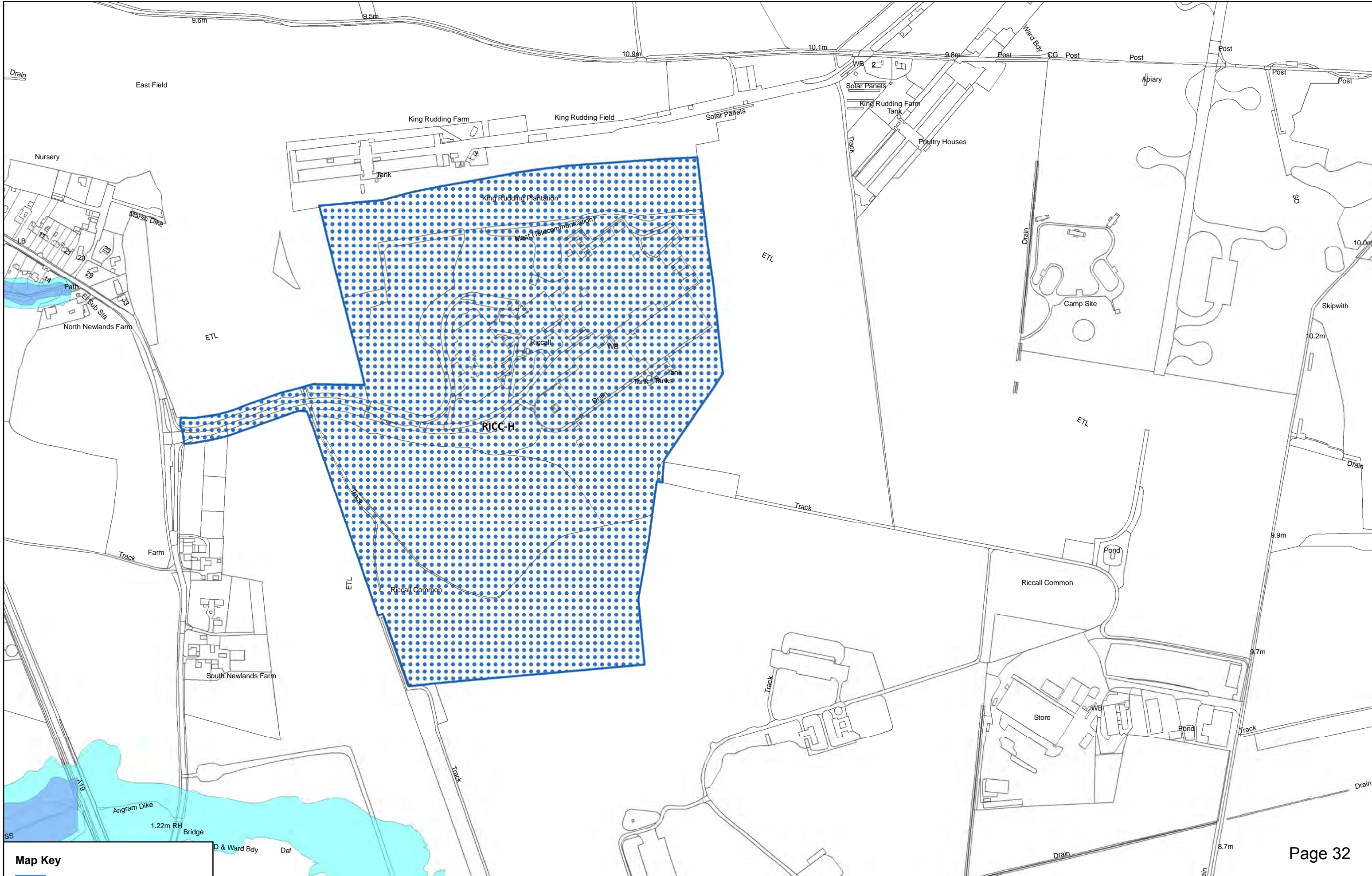
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift



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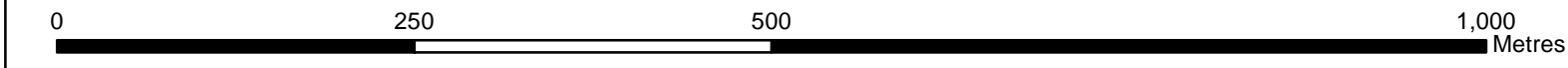


Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

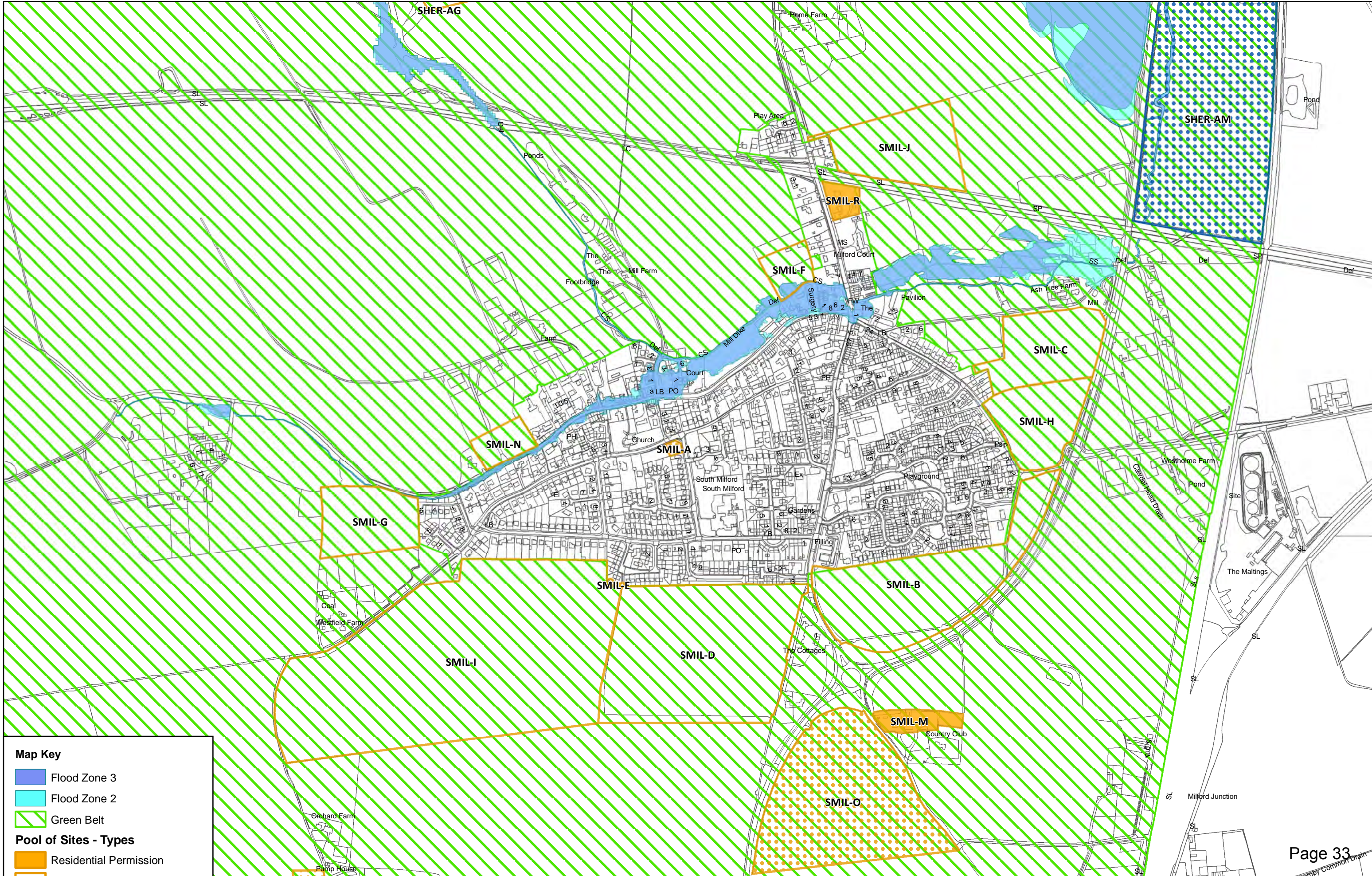
- Employment - Failed Initial Sift



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Riccall Mine/Riccall Common



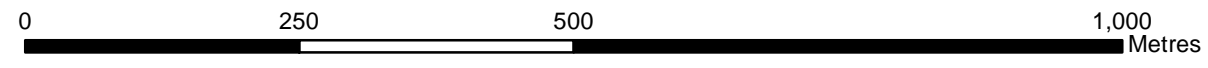


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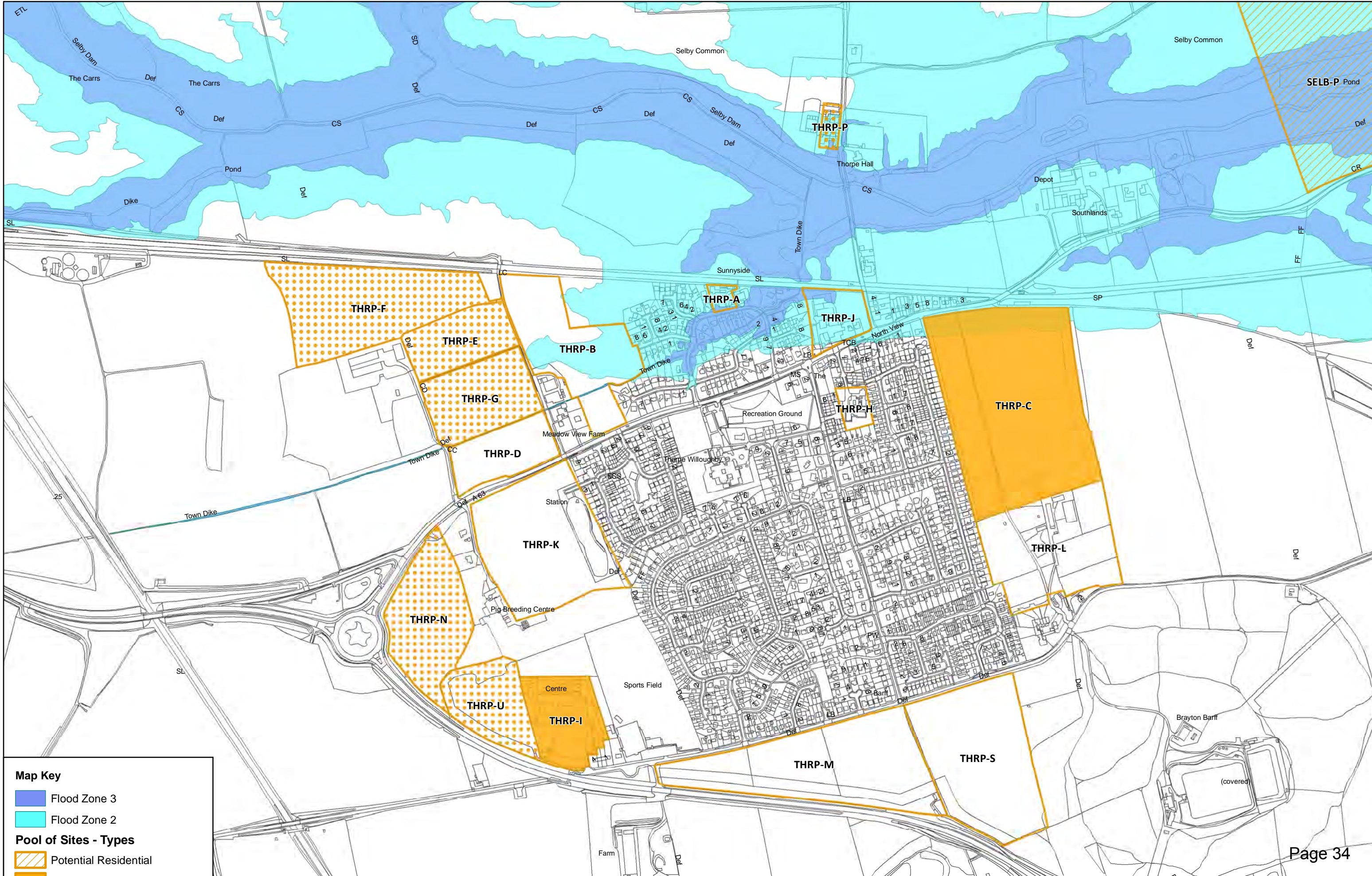
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift



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Map Key

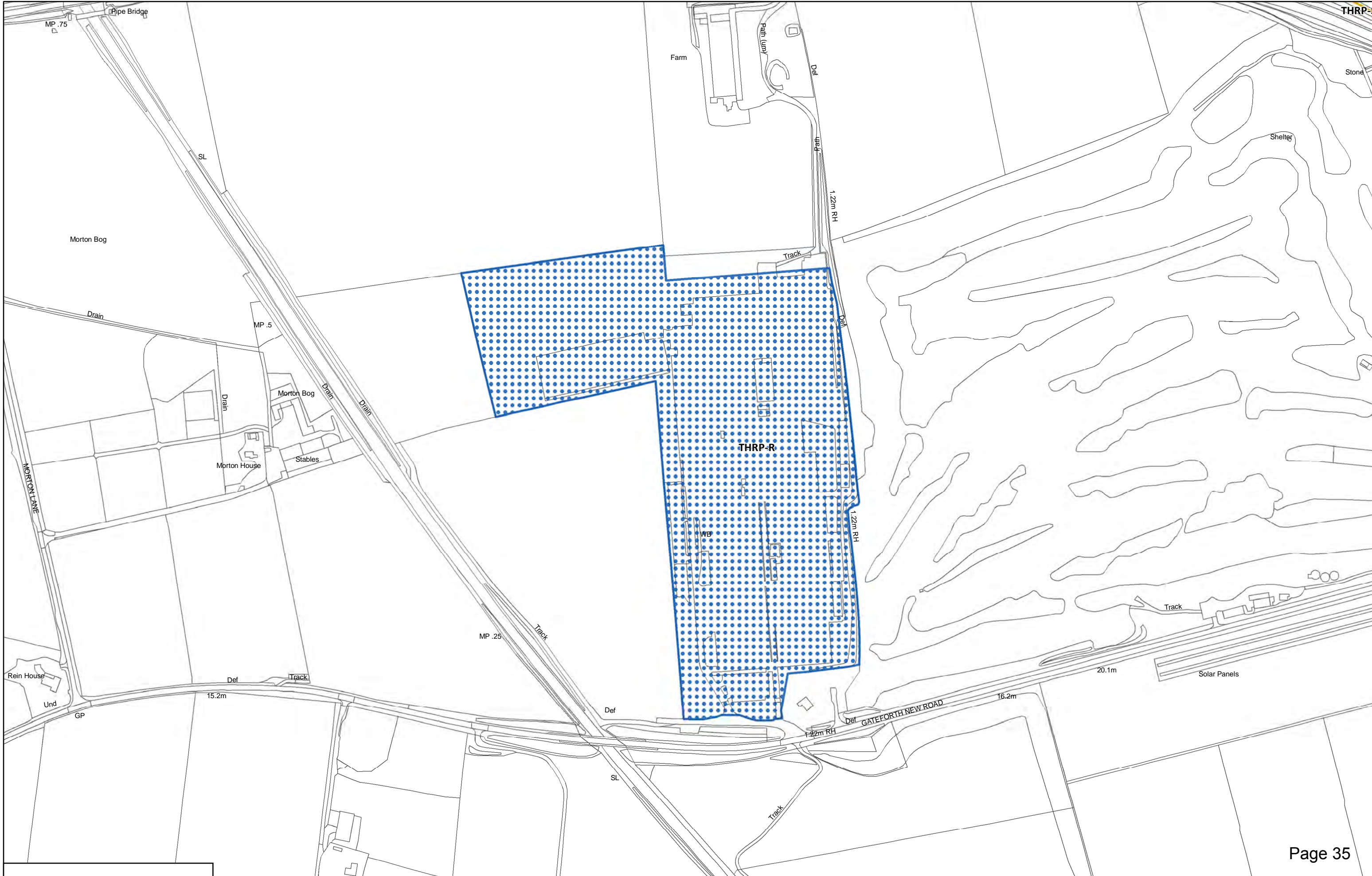
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Potential Residential
- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



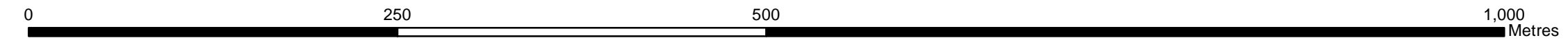
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Map Key

Pool of Sites - Types

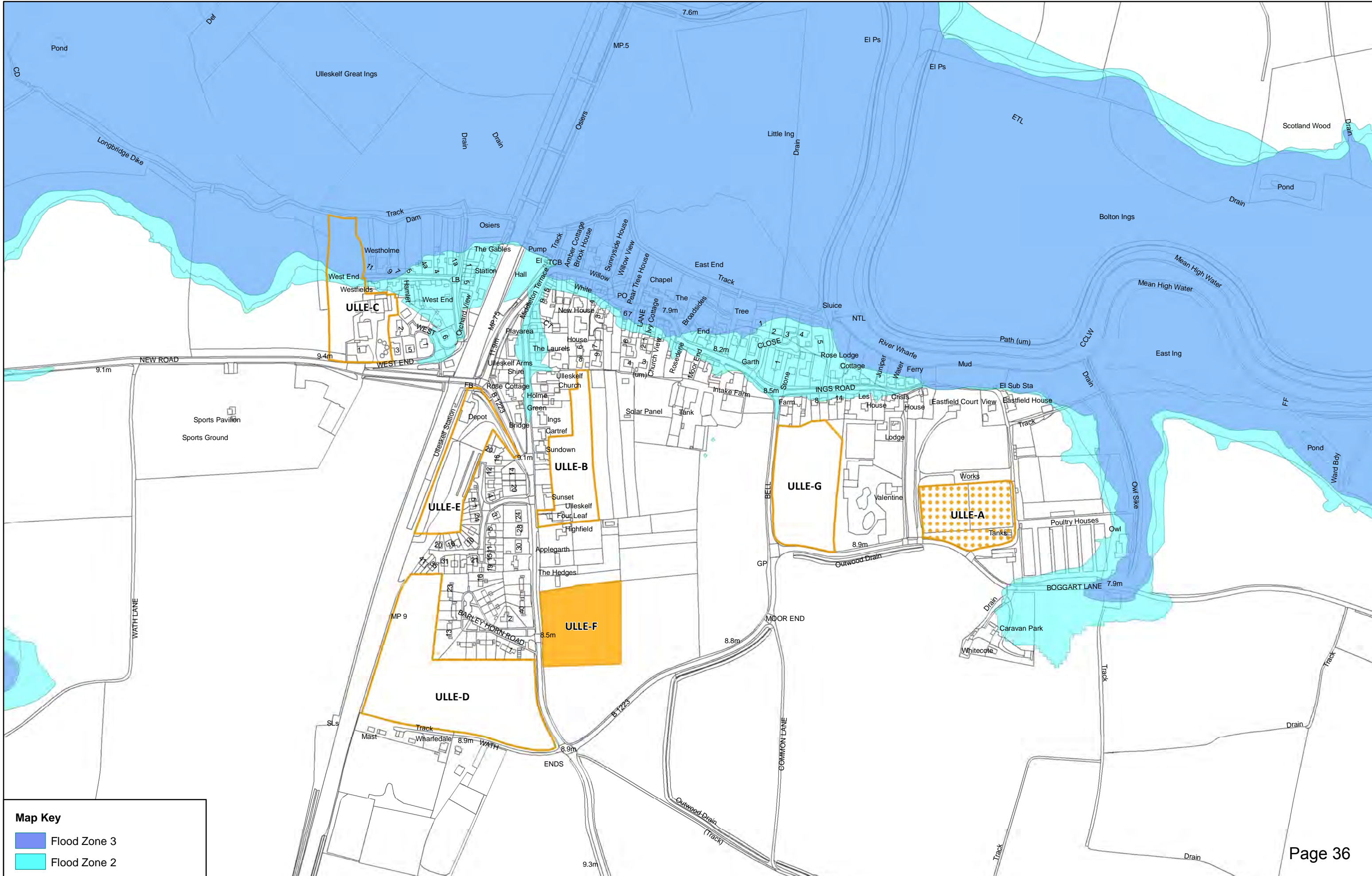
- Residential not required
- Employment - Failed Initial Sift



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Gateforth Mushroom Farm, Gateforth



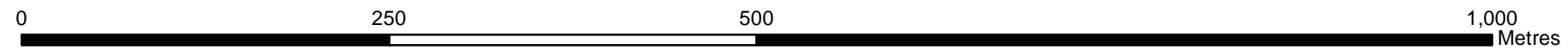


Map Key

- Flood Zone 3
- Flood Zone 2

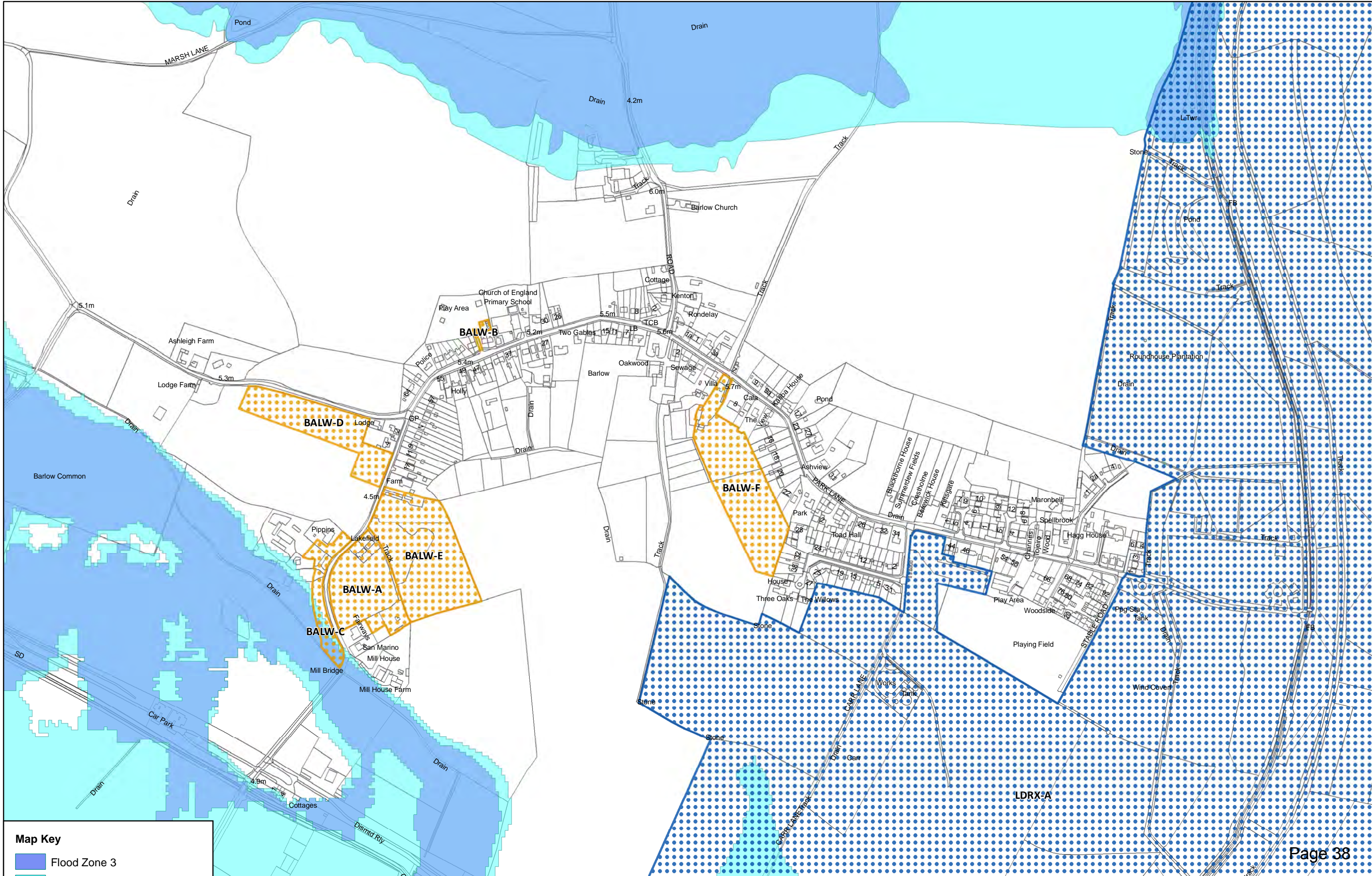
Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift



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Secondary Villages



Map Key

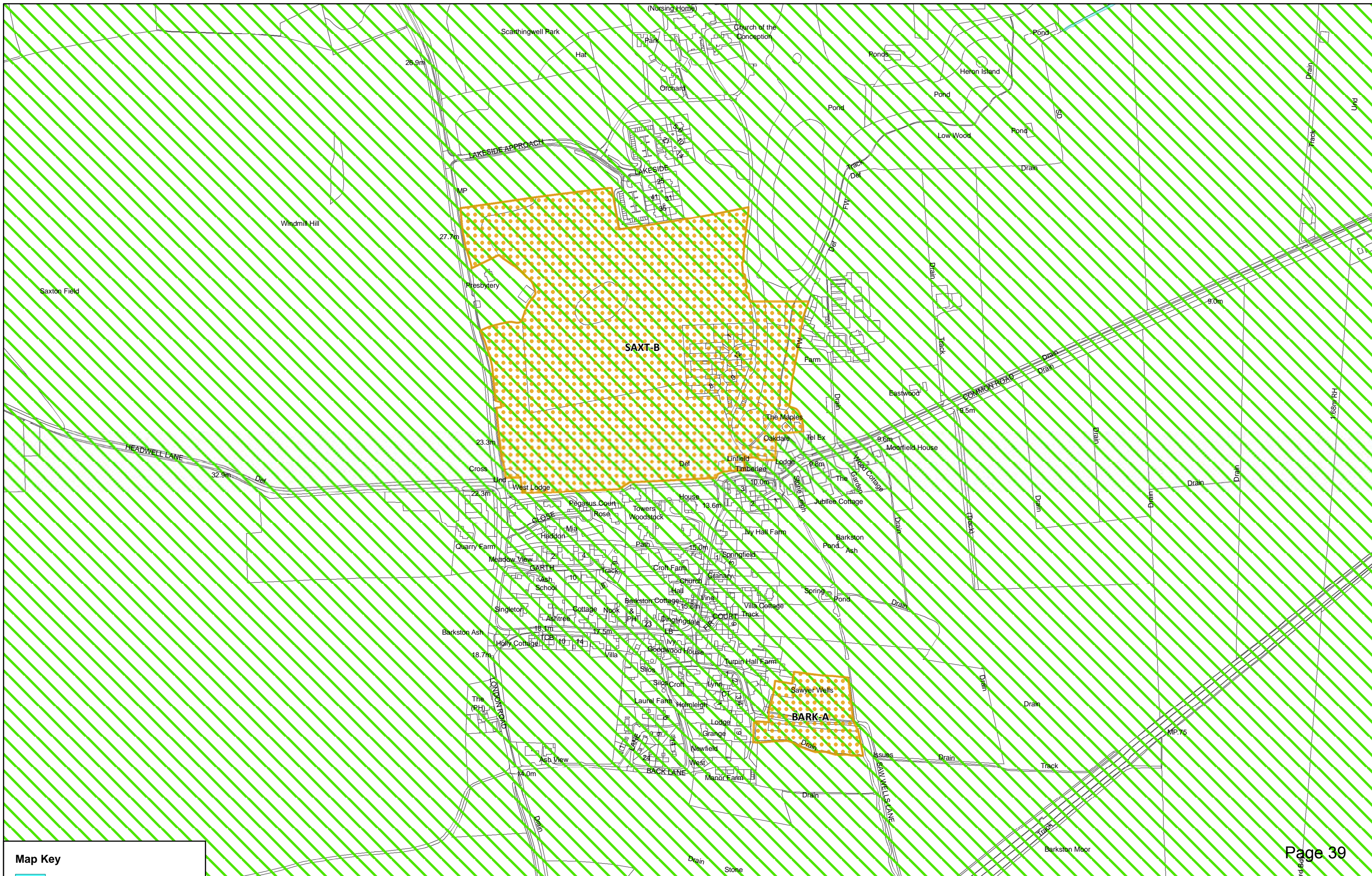
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift

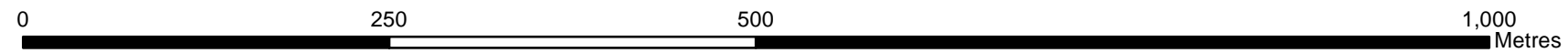


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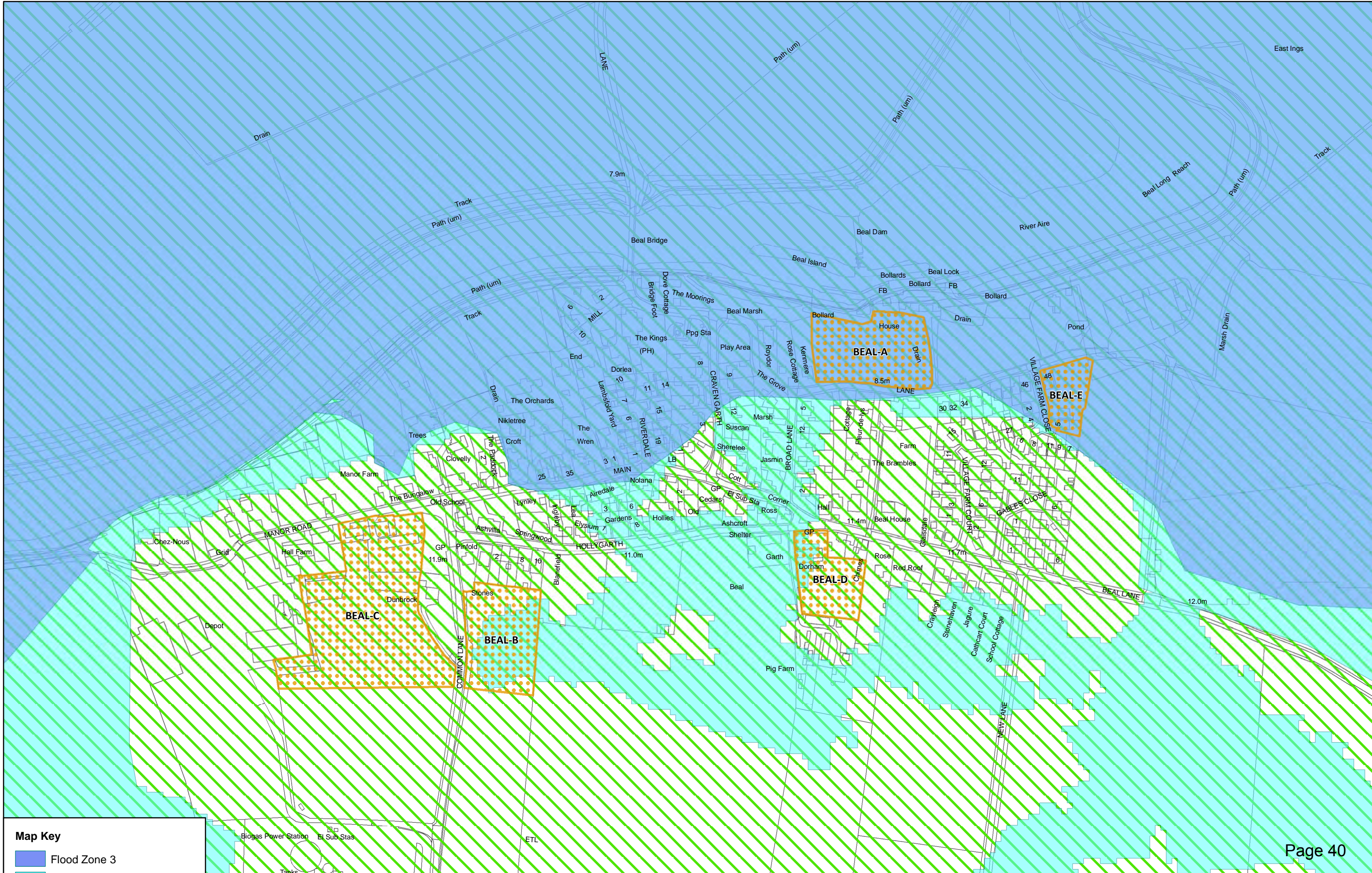


Map Key

- Flood Zone 2
- Green Belt
- Pool of Sites - Types**
- Residential - Failed Initial Sift



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Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift



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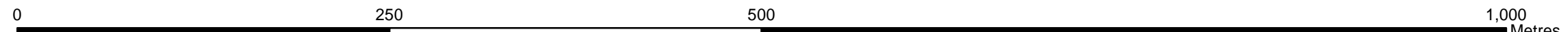


Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift





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Map Key

-  Green Belt
- Pool of Sites - Types**
-  Residential - Failed Initial Sift

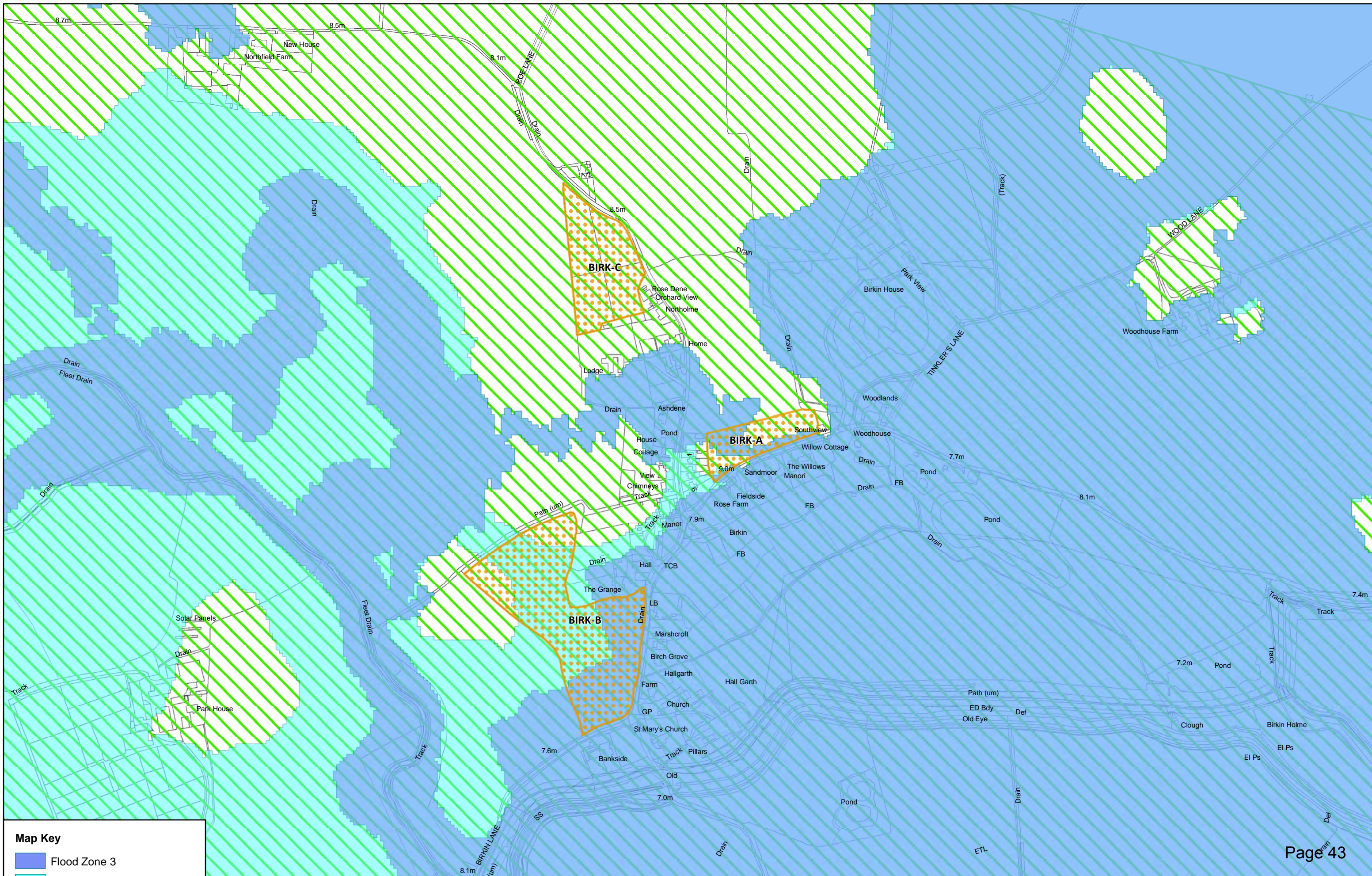
0 250 500 1,000 Metres

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Bilbrough

 SELBY DISTRICT COUNCIL

 NORTH



Map Key

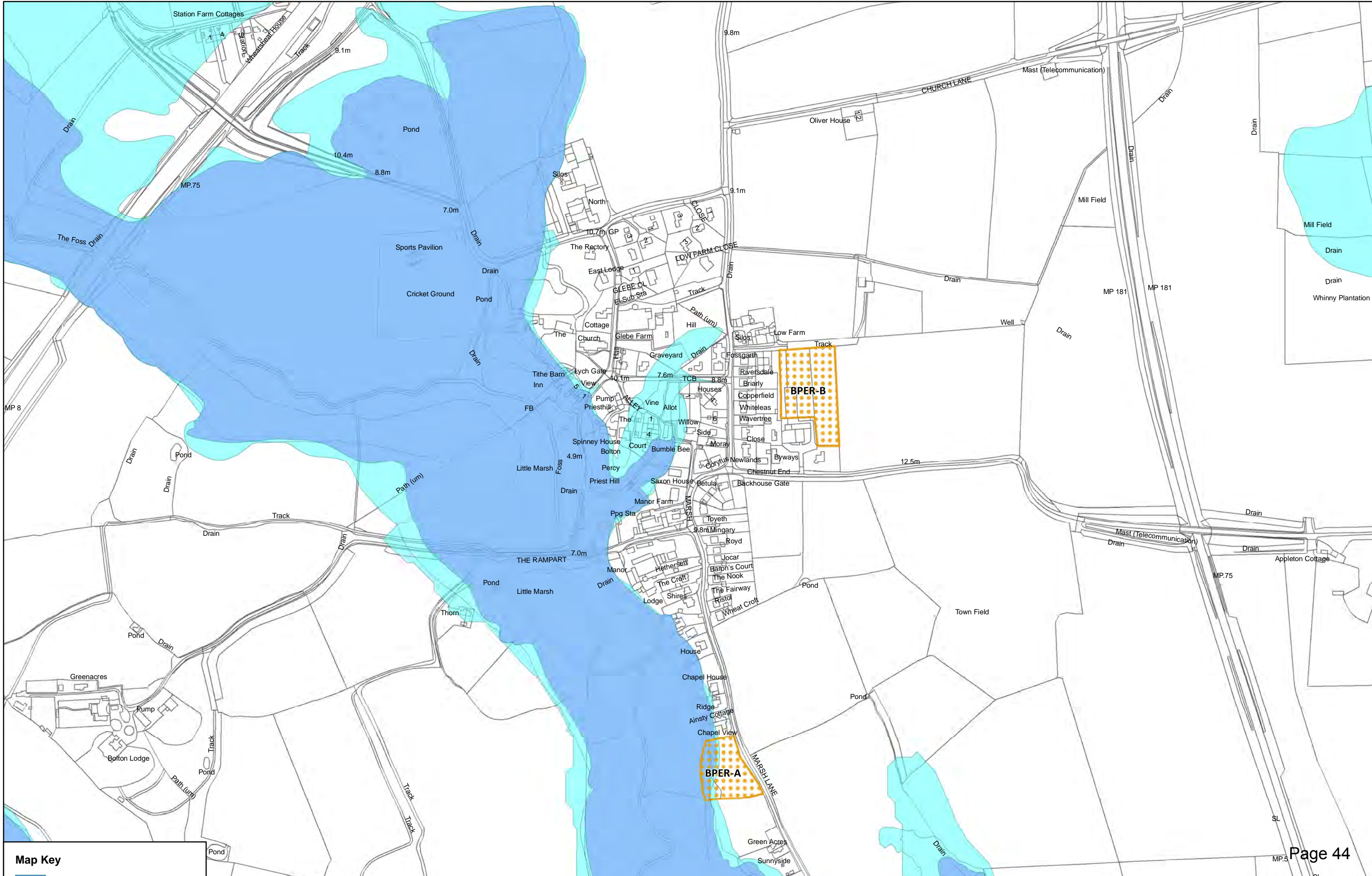
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift



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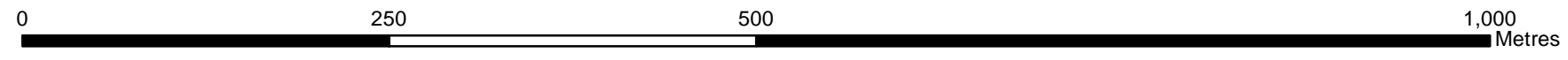


Map Key

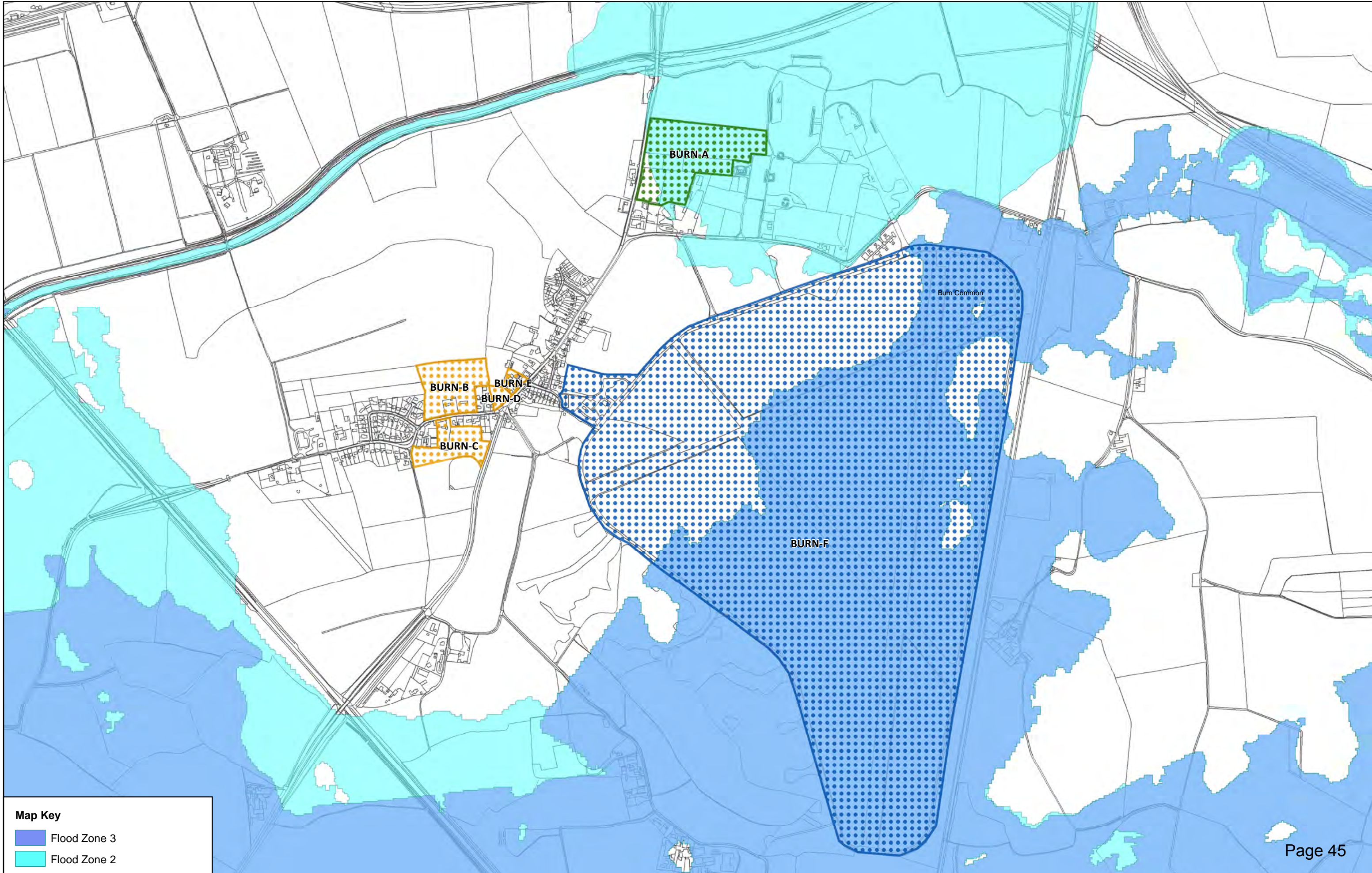
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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Map Key

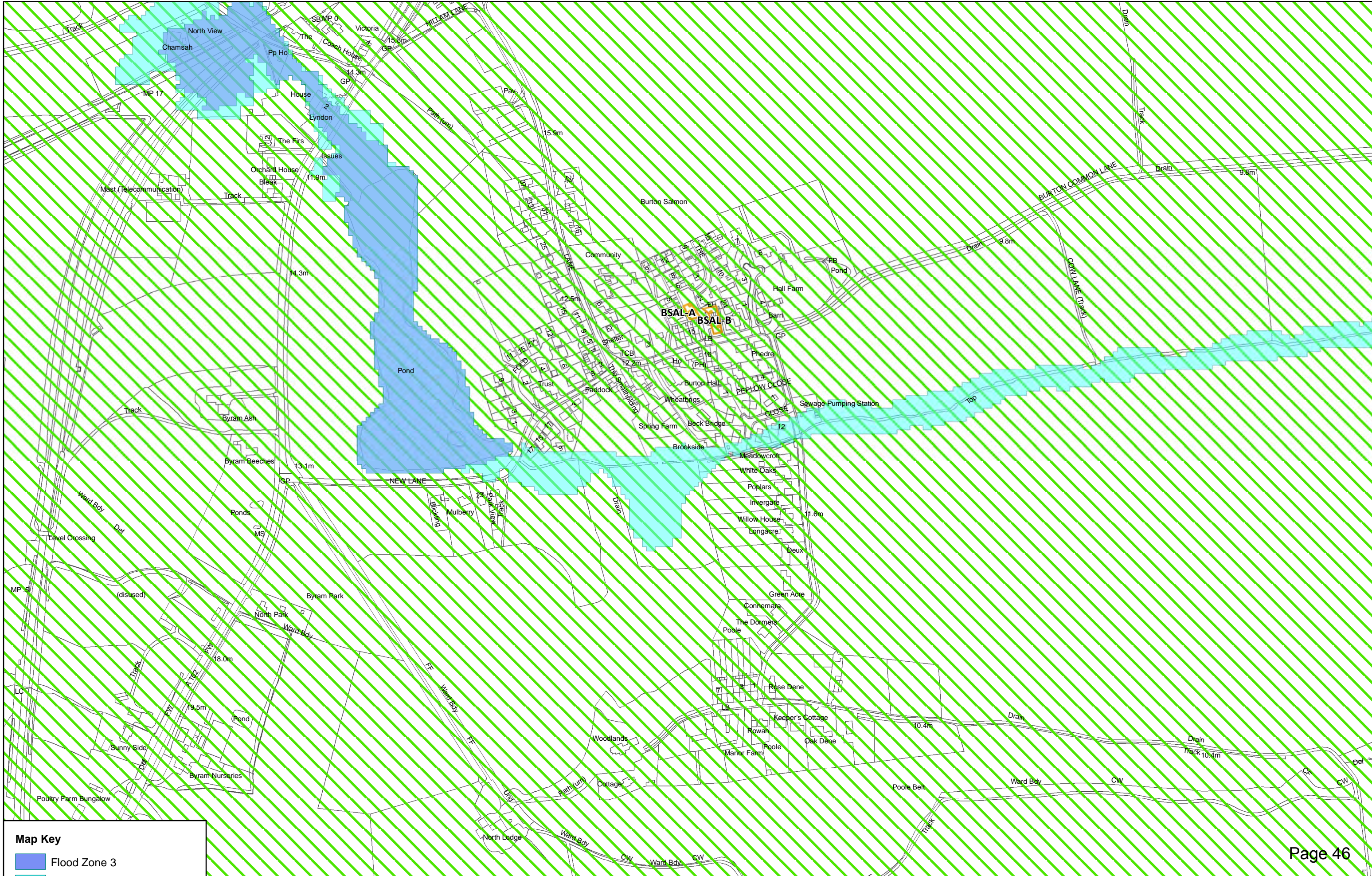
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift
- Mixed Use - Failed Initial Sift



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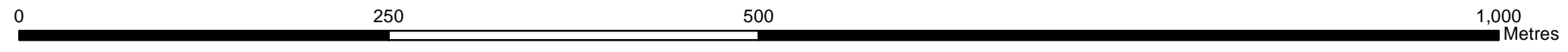


Map Key

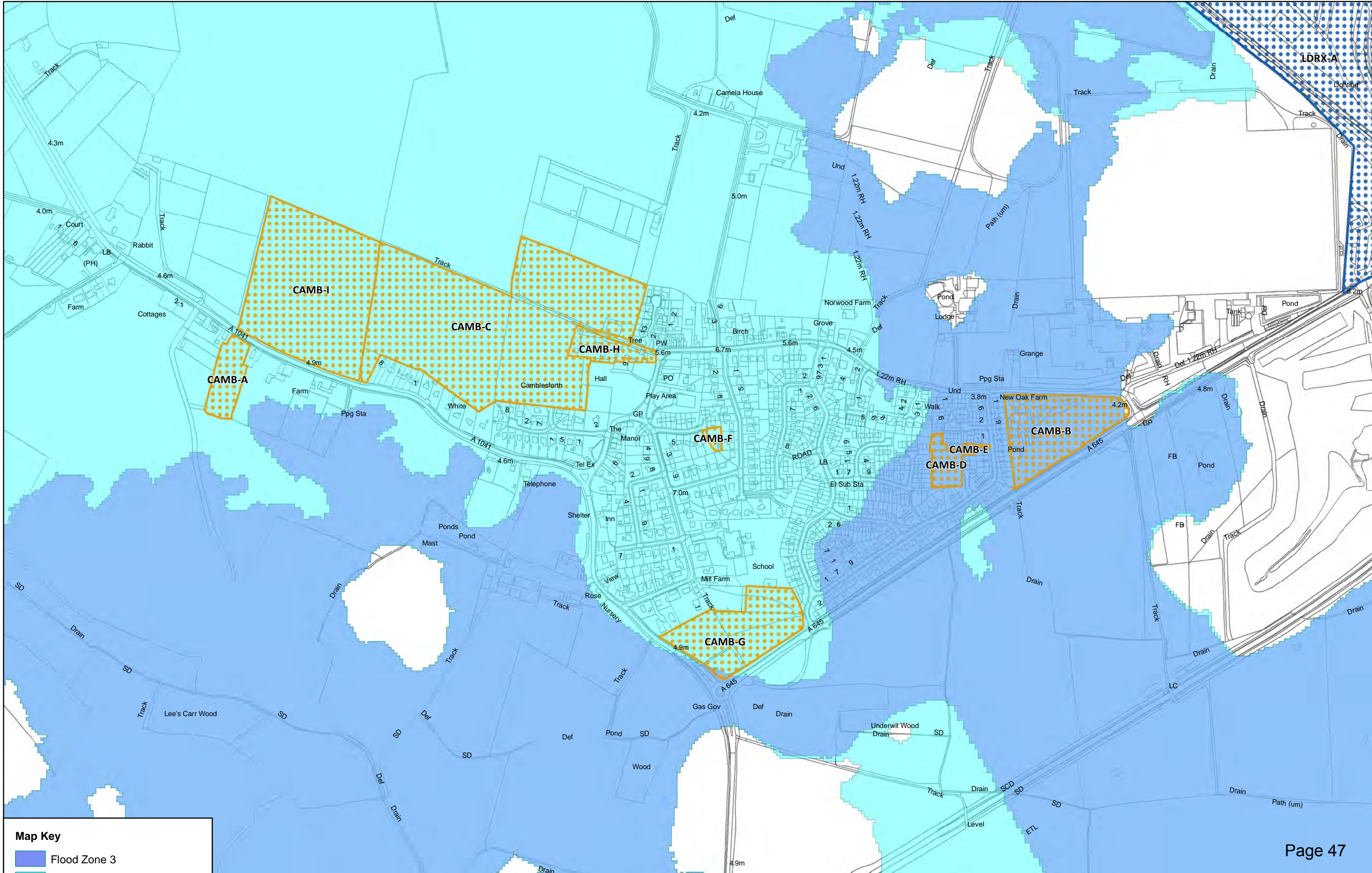
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift



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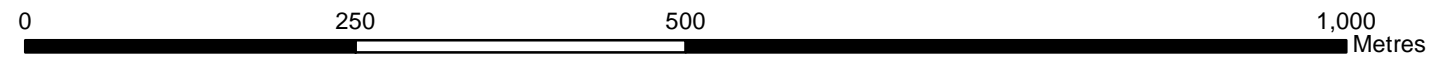


Map Key

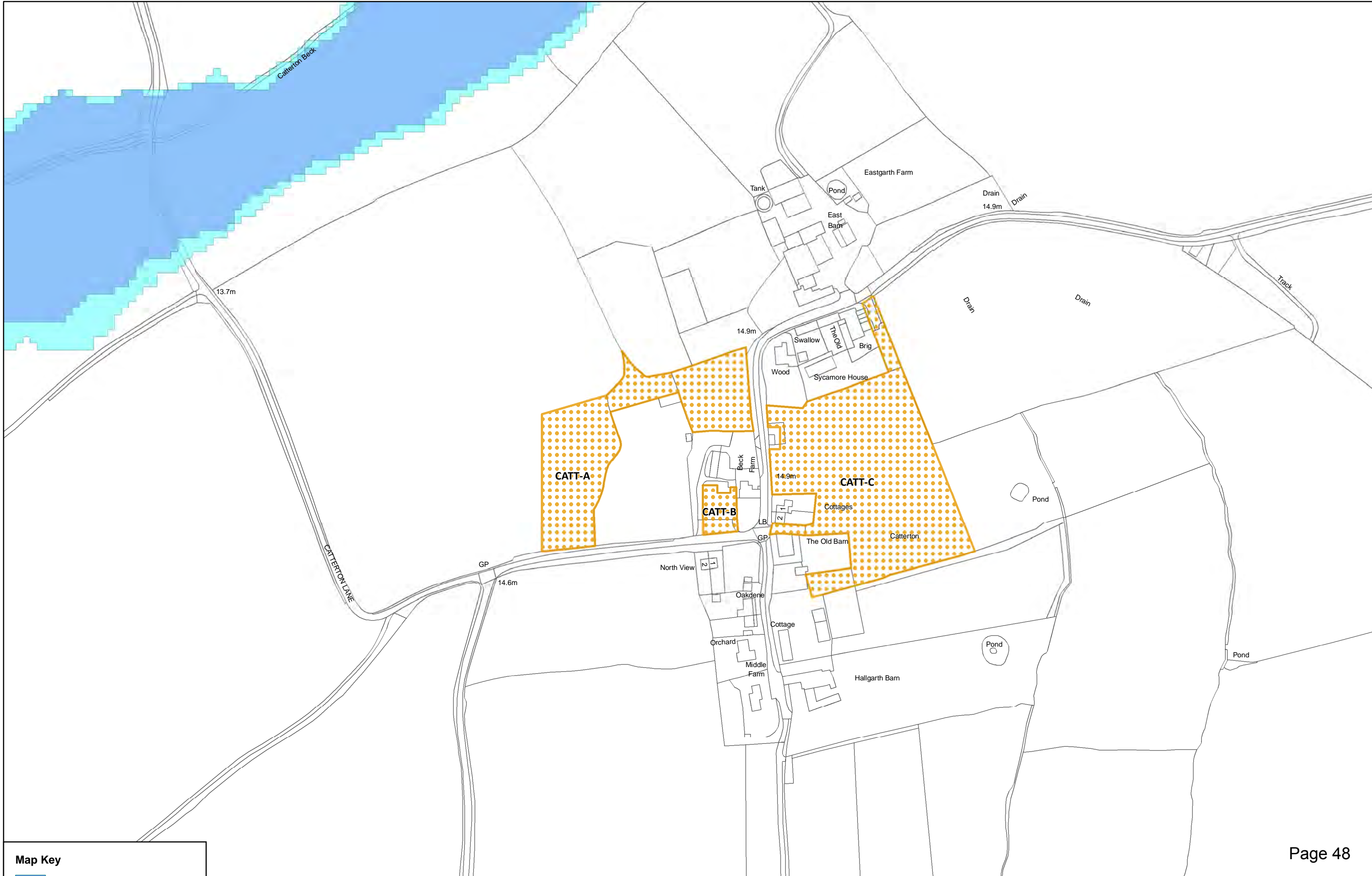
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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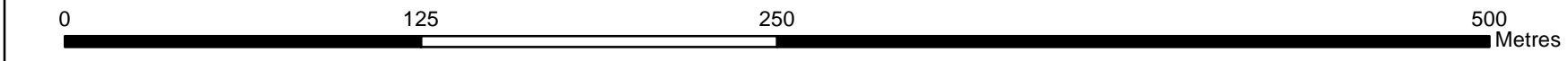


Map Key

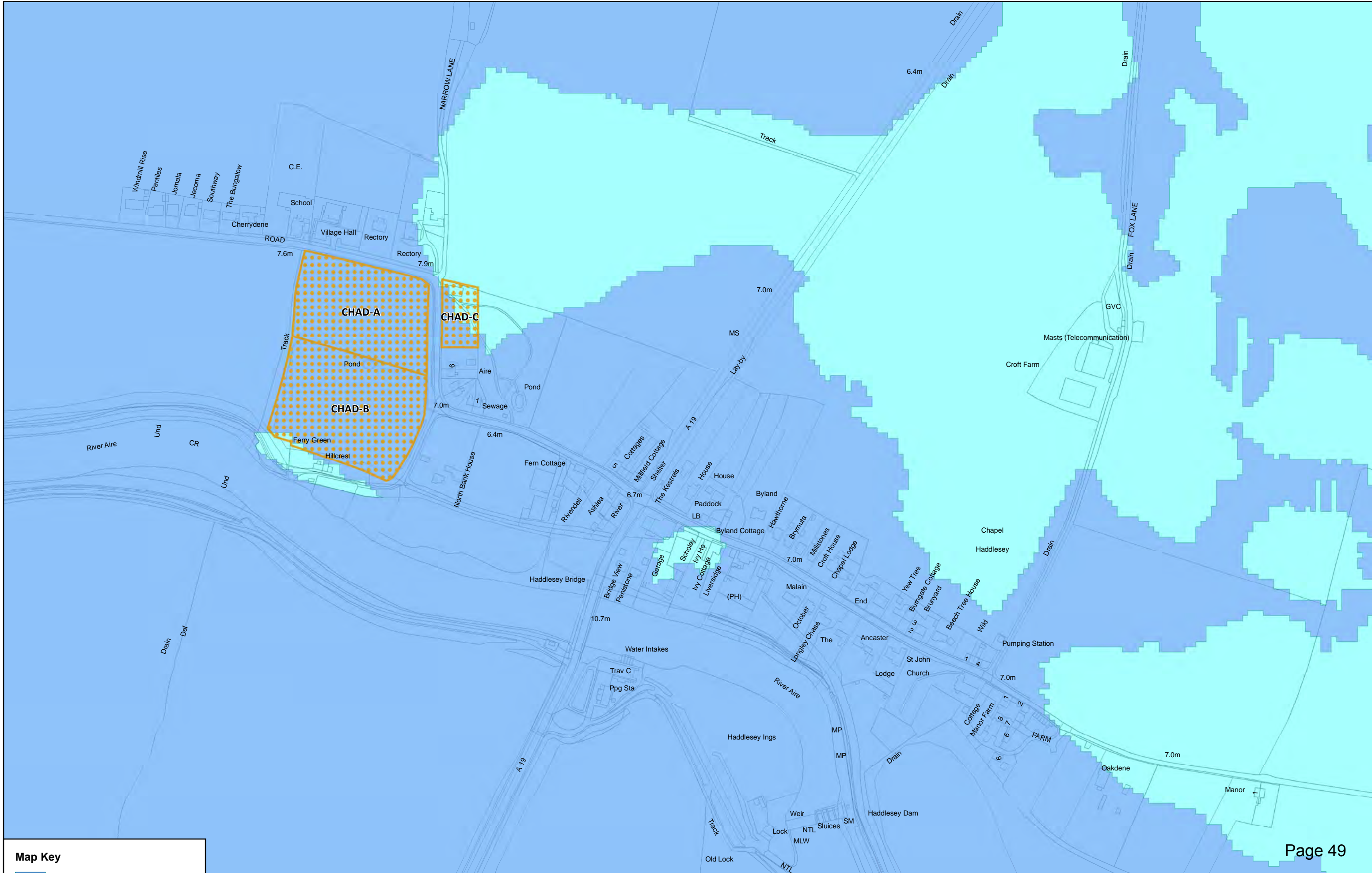
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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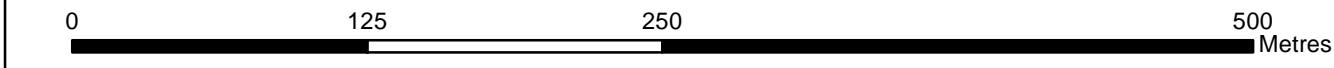


Map Key

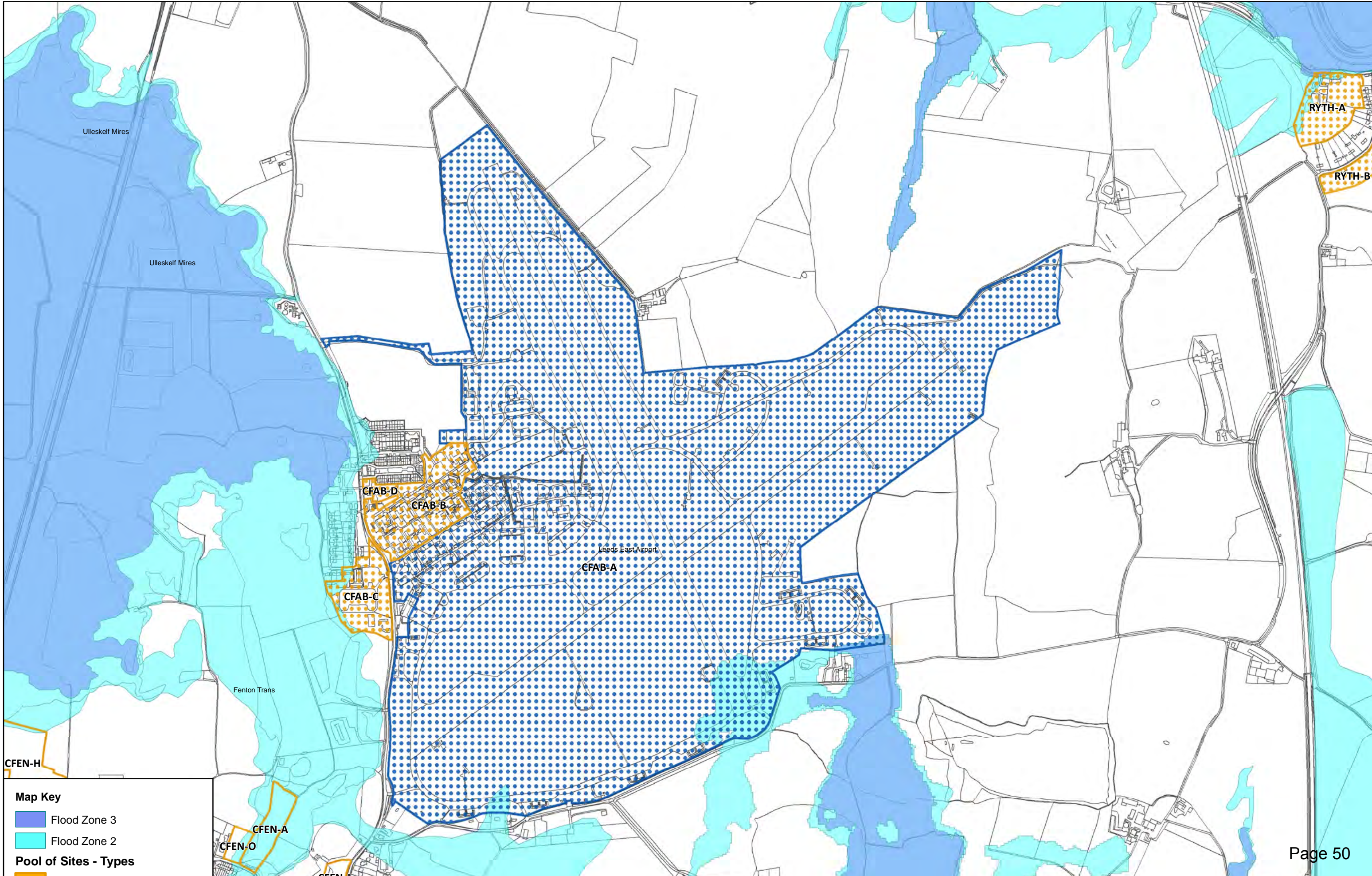
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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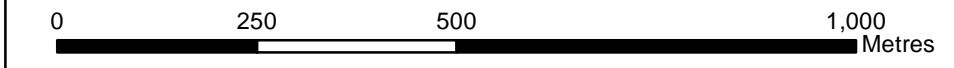


Map Key

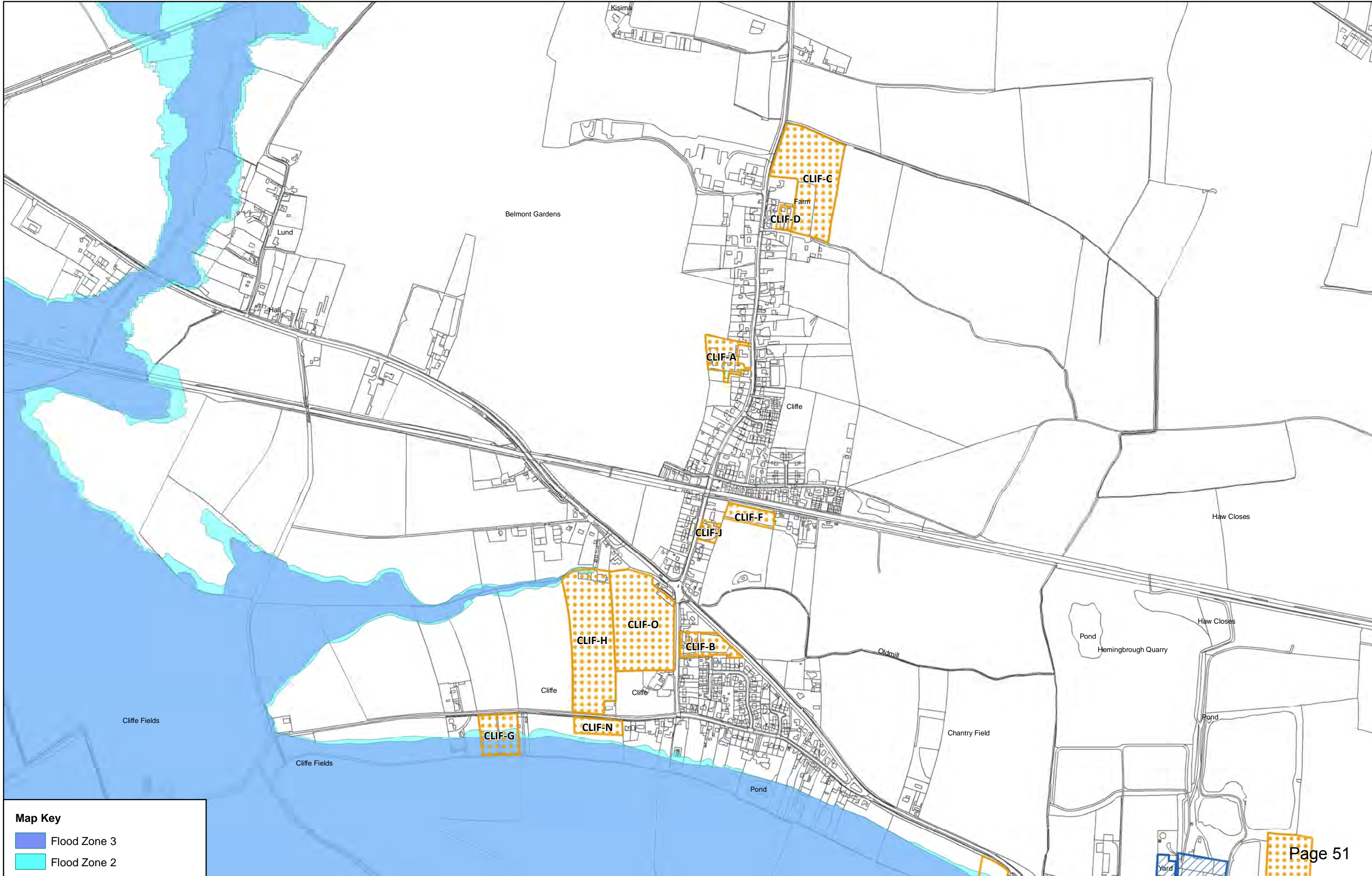
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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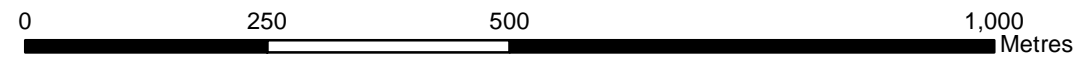


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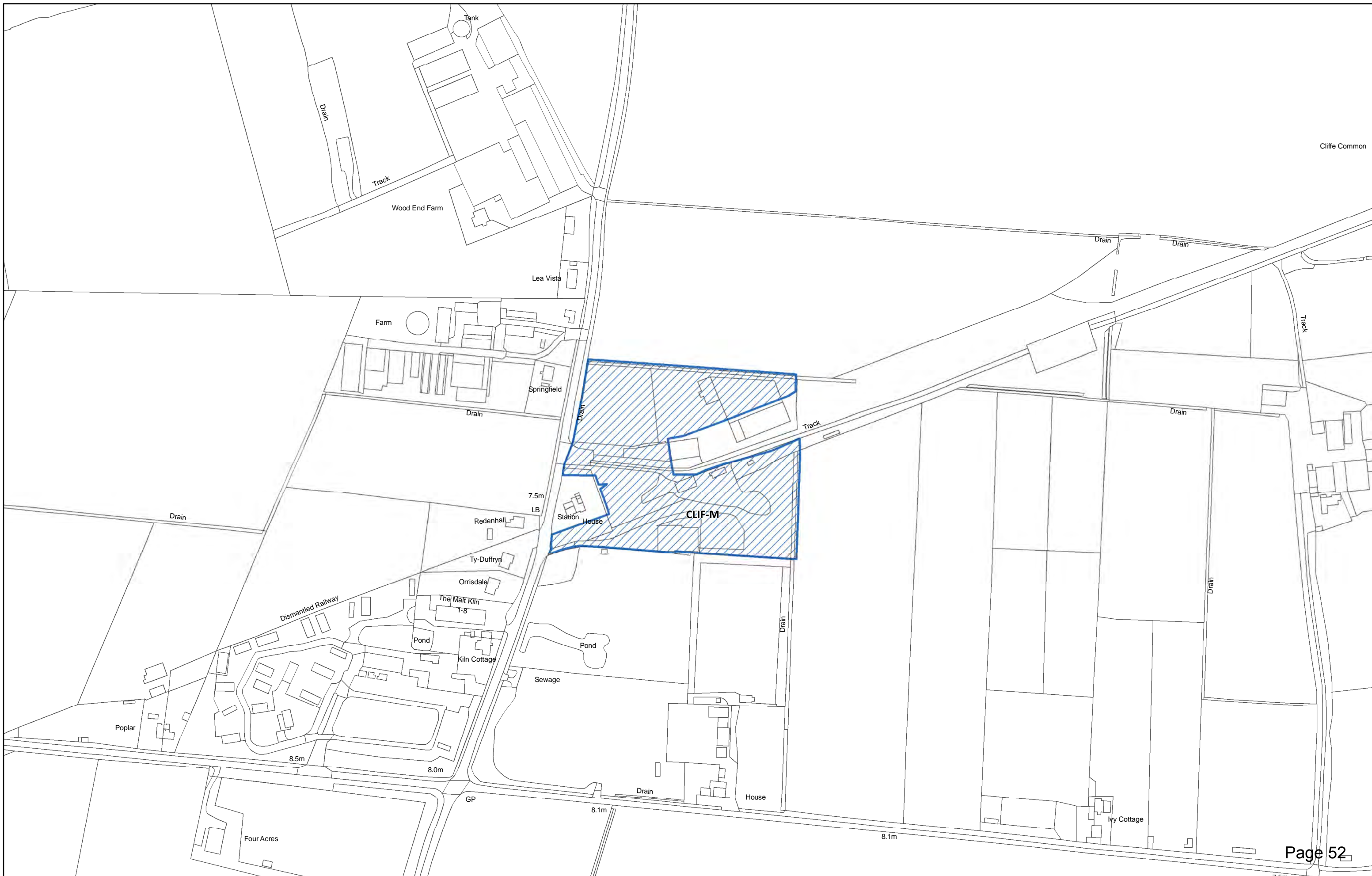
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential not required
- Residential - Failed Initial Sift
- Potential Employment




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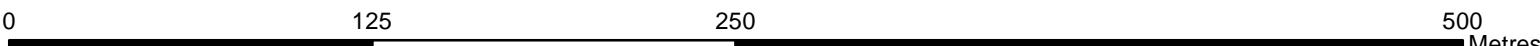


Map Key


Pool of Sites - Types

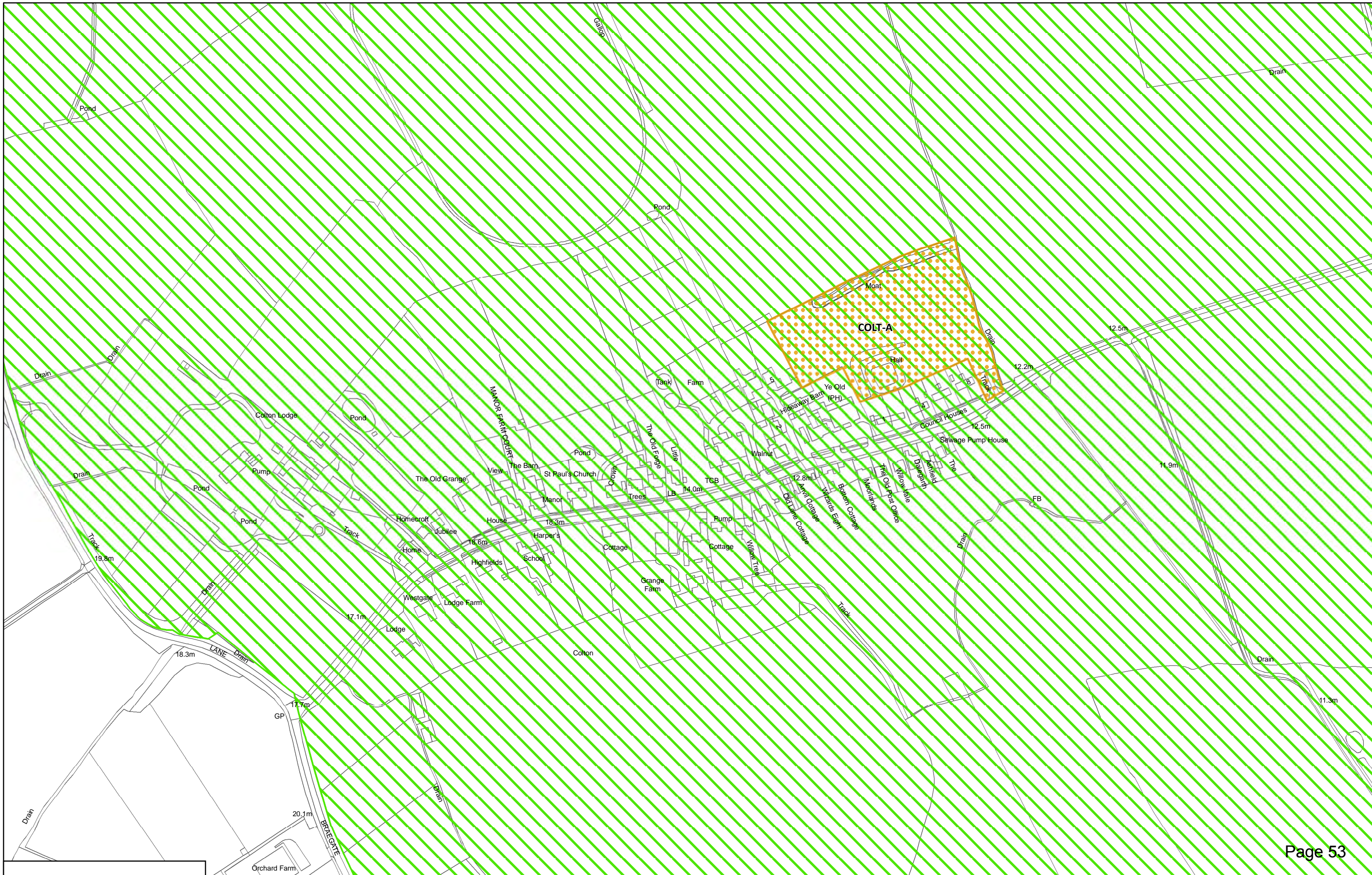
 Potential Employment

Cliffe Common





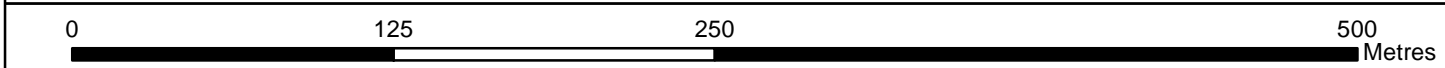
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Map Key

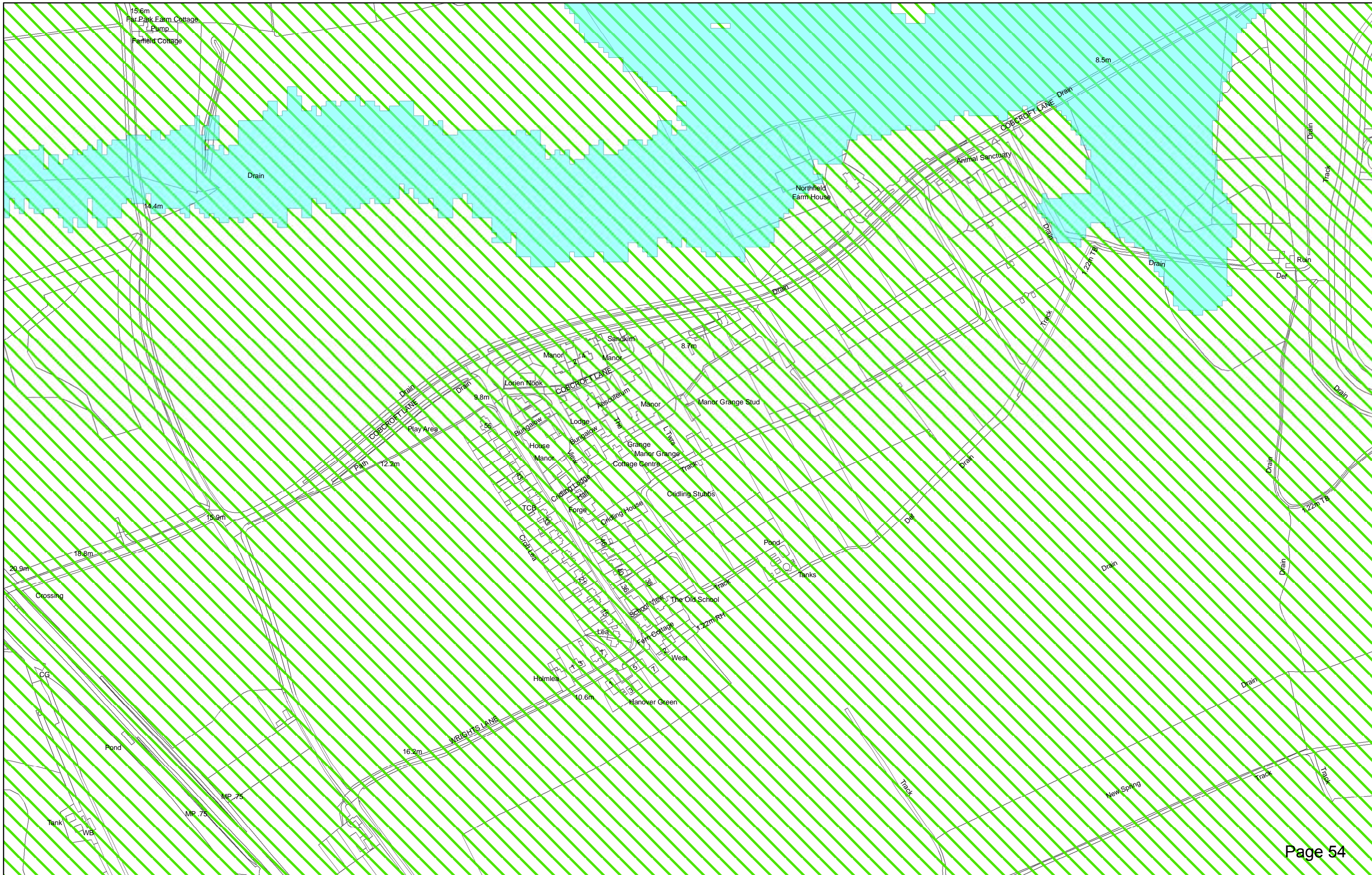
-  Green Belt
- Pool of Sites - Types**
-  Residential - Failed Initial Sift



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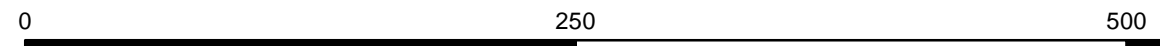
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Map Key

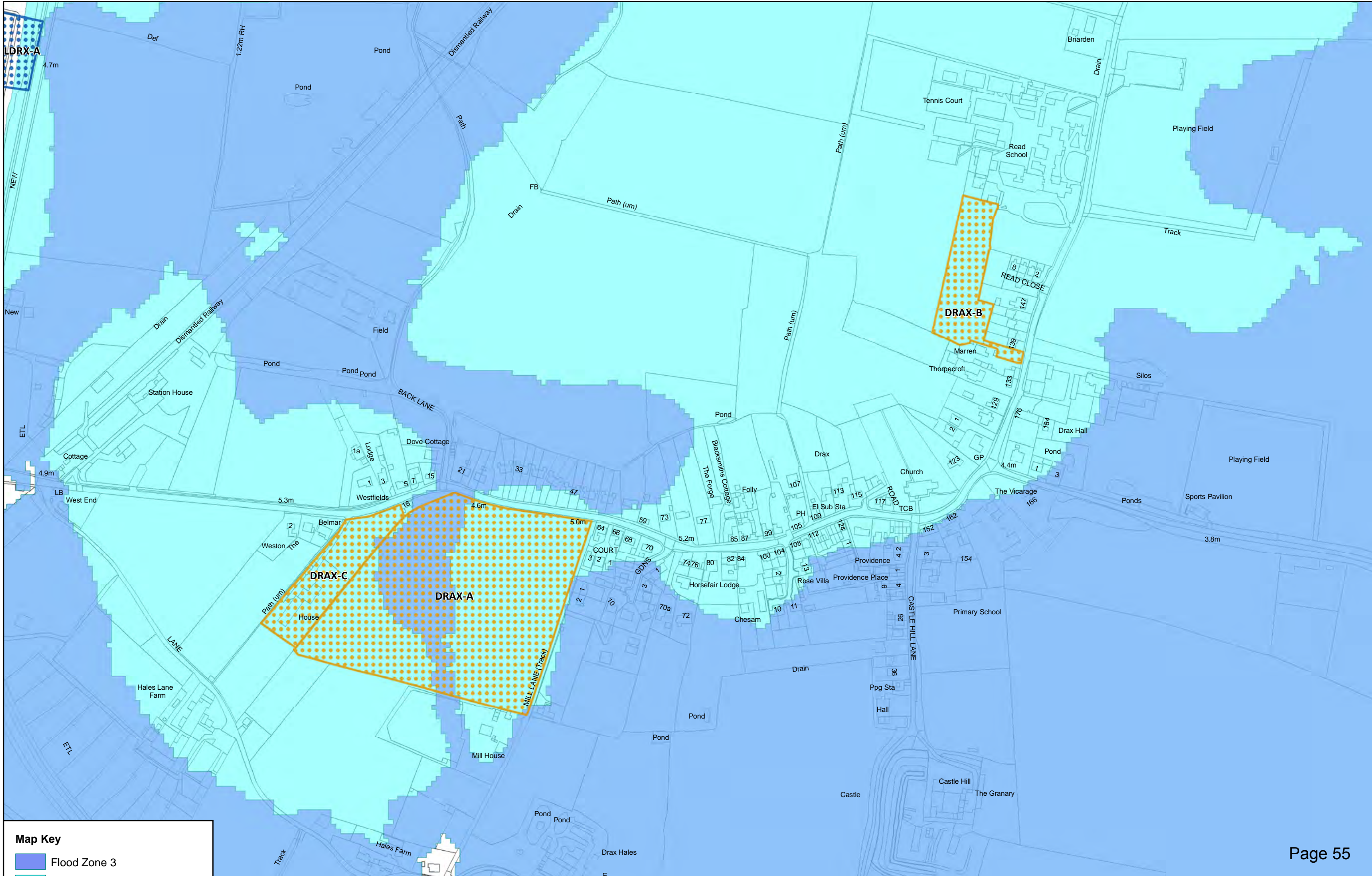
- Flood Zone 2
- Green Belt



1,000 Metres

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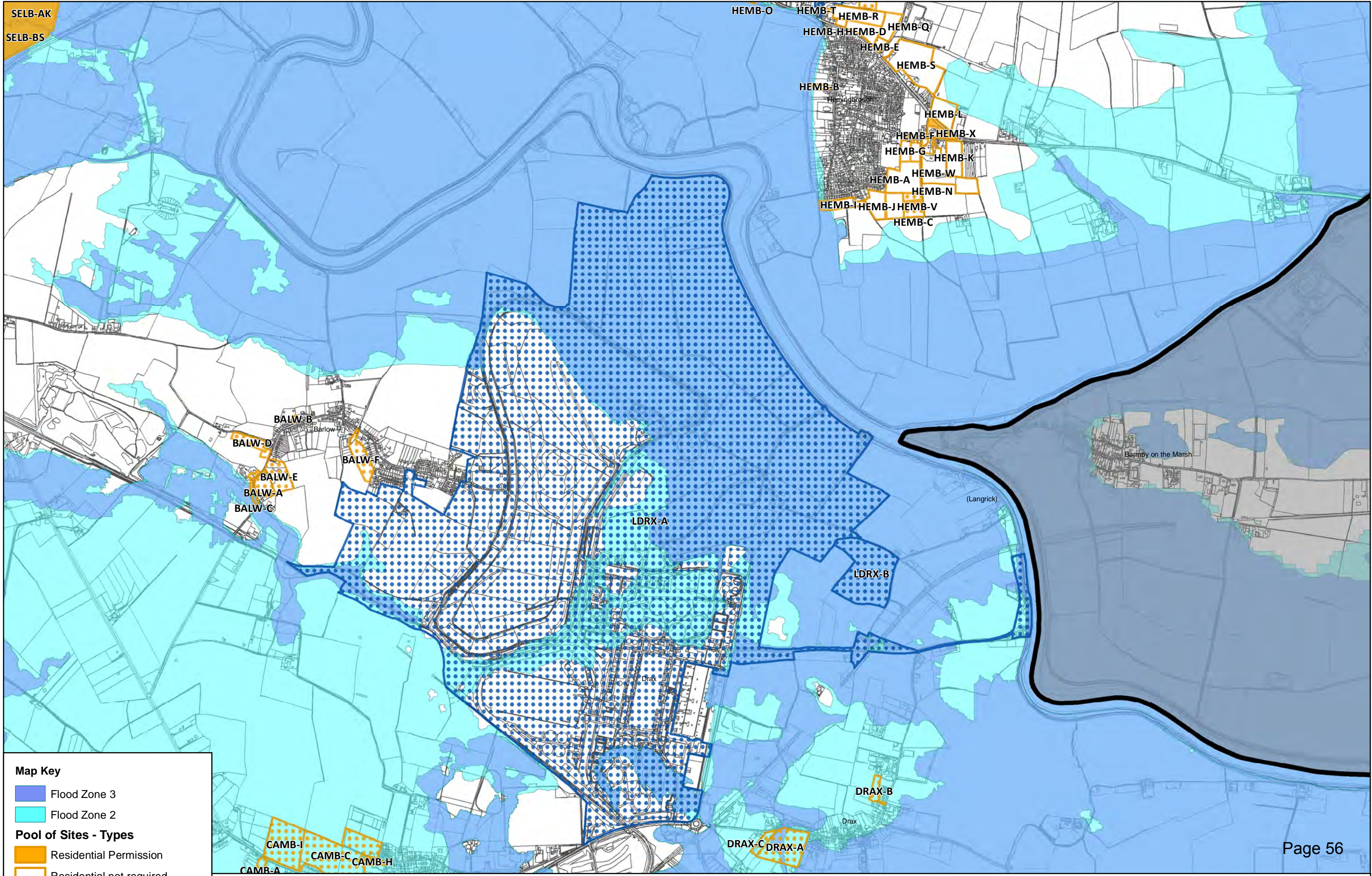
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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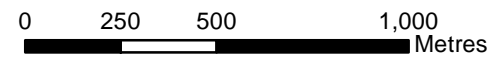


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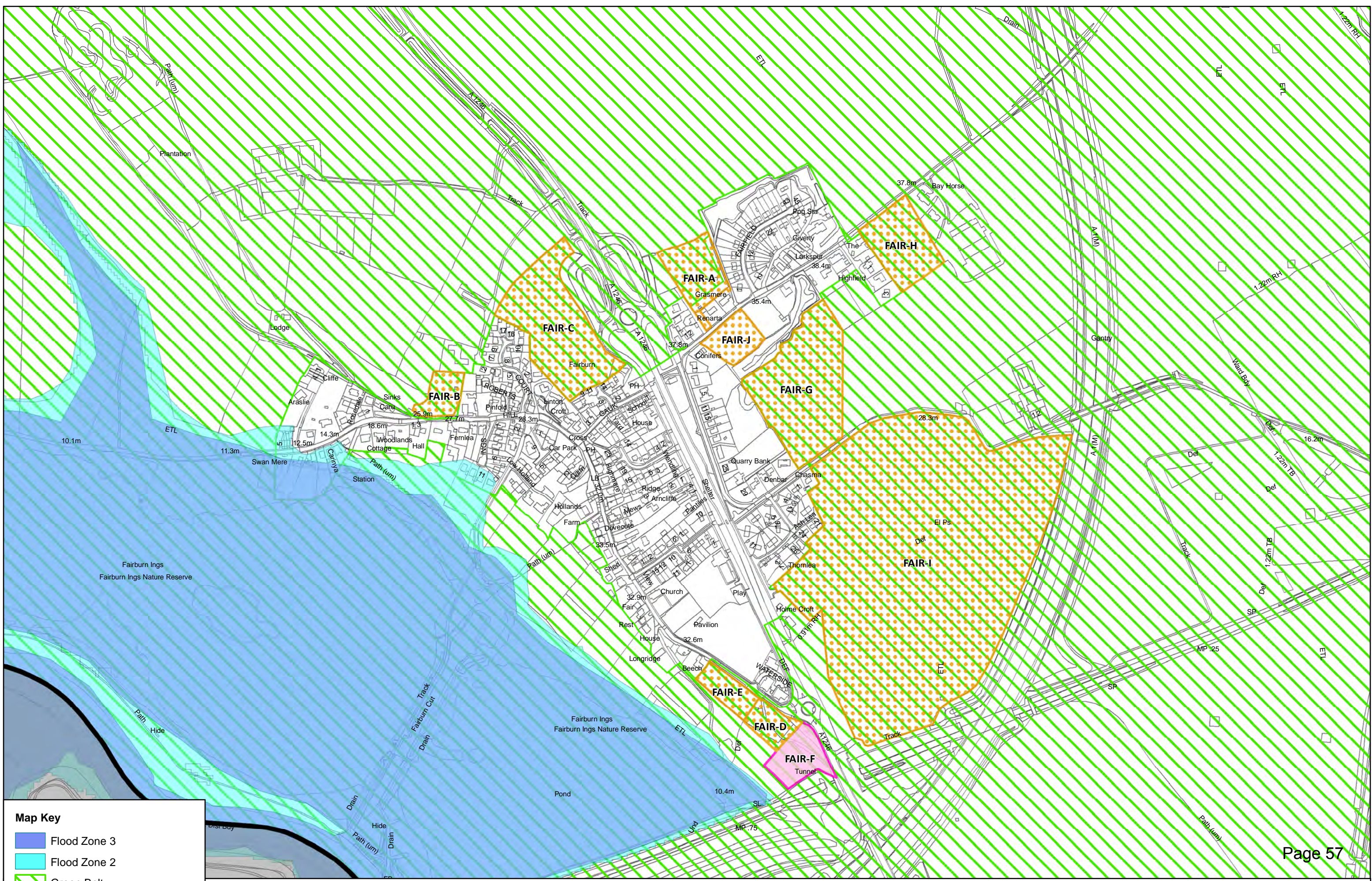
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential Permission
- Residential not required
- Residential - Failed Initial Sift
- Potential Employment
- Employment - Failed Initial Sift



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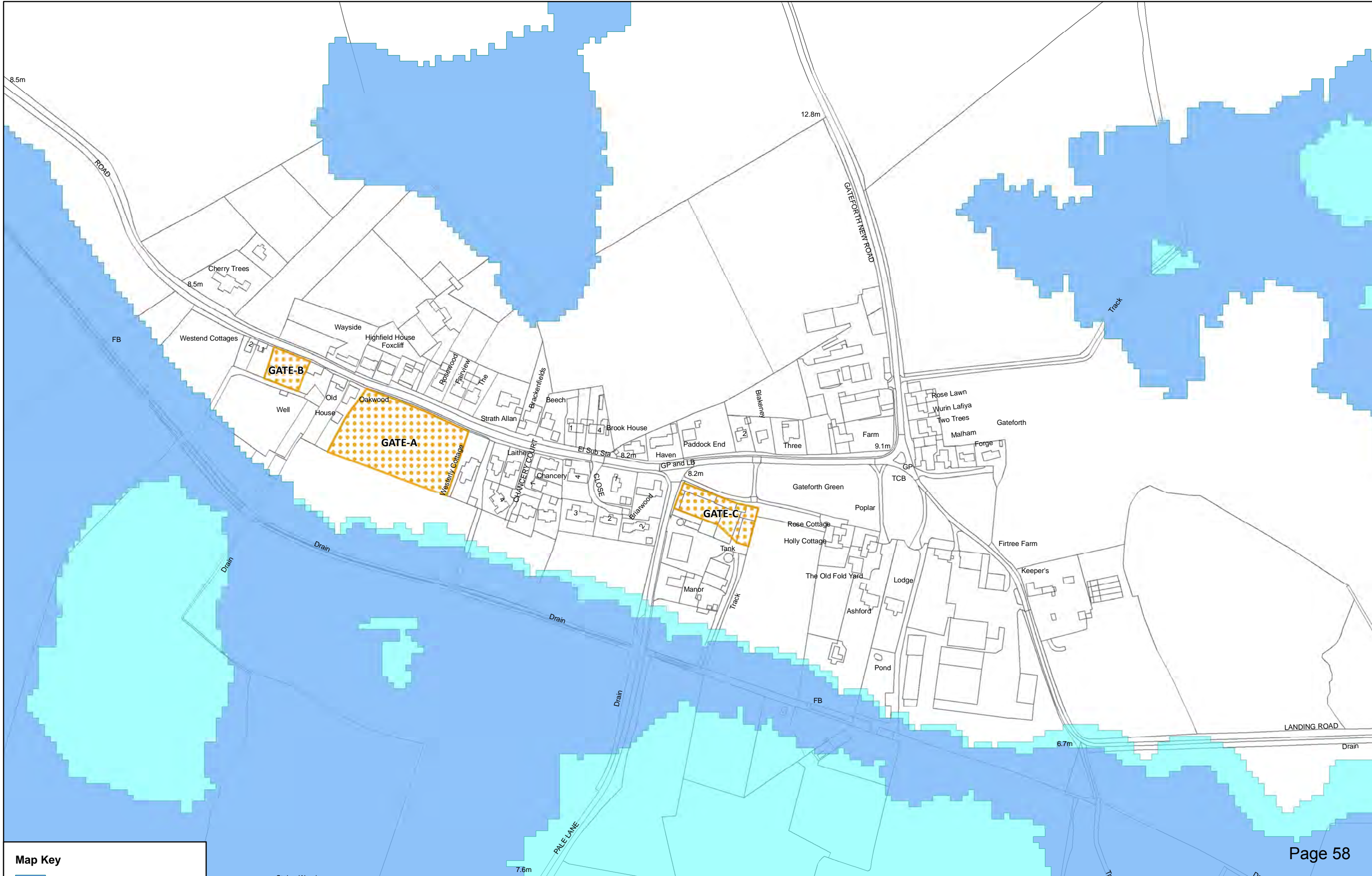
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift
- Leisure



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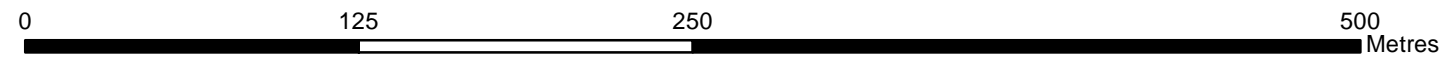


Map Key

- Flood Zone 3
- Flood Zone 2

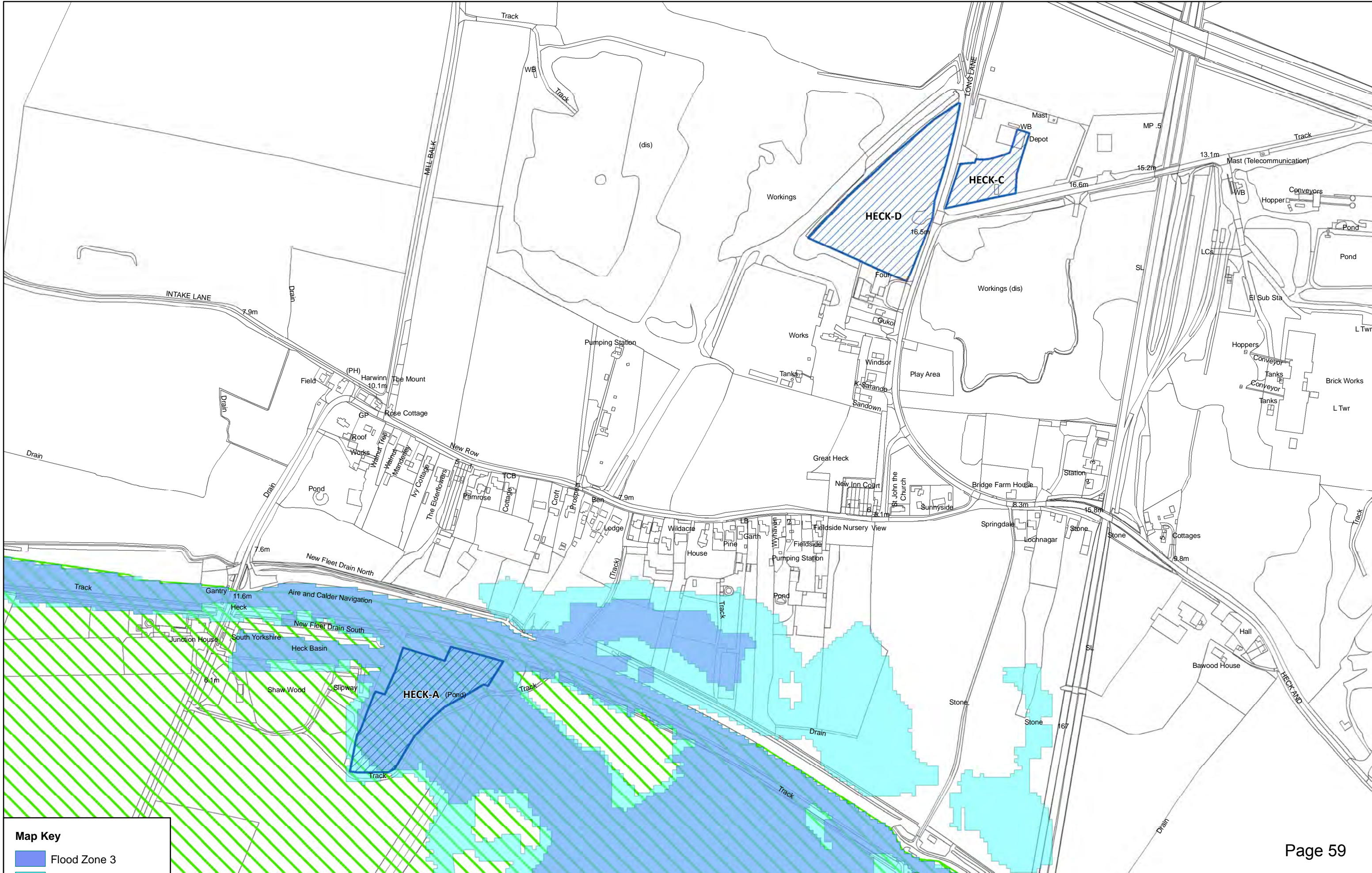
Pool of Sites - Types

- Residential - Failed Initial Sift



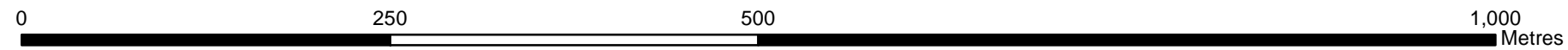
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Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt
- Pool of Sites - Types**
- Potential Employment

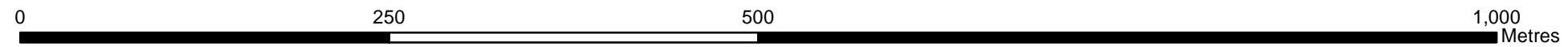


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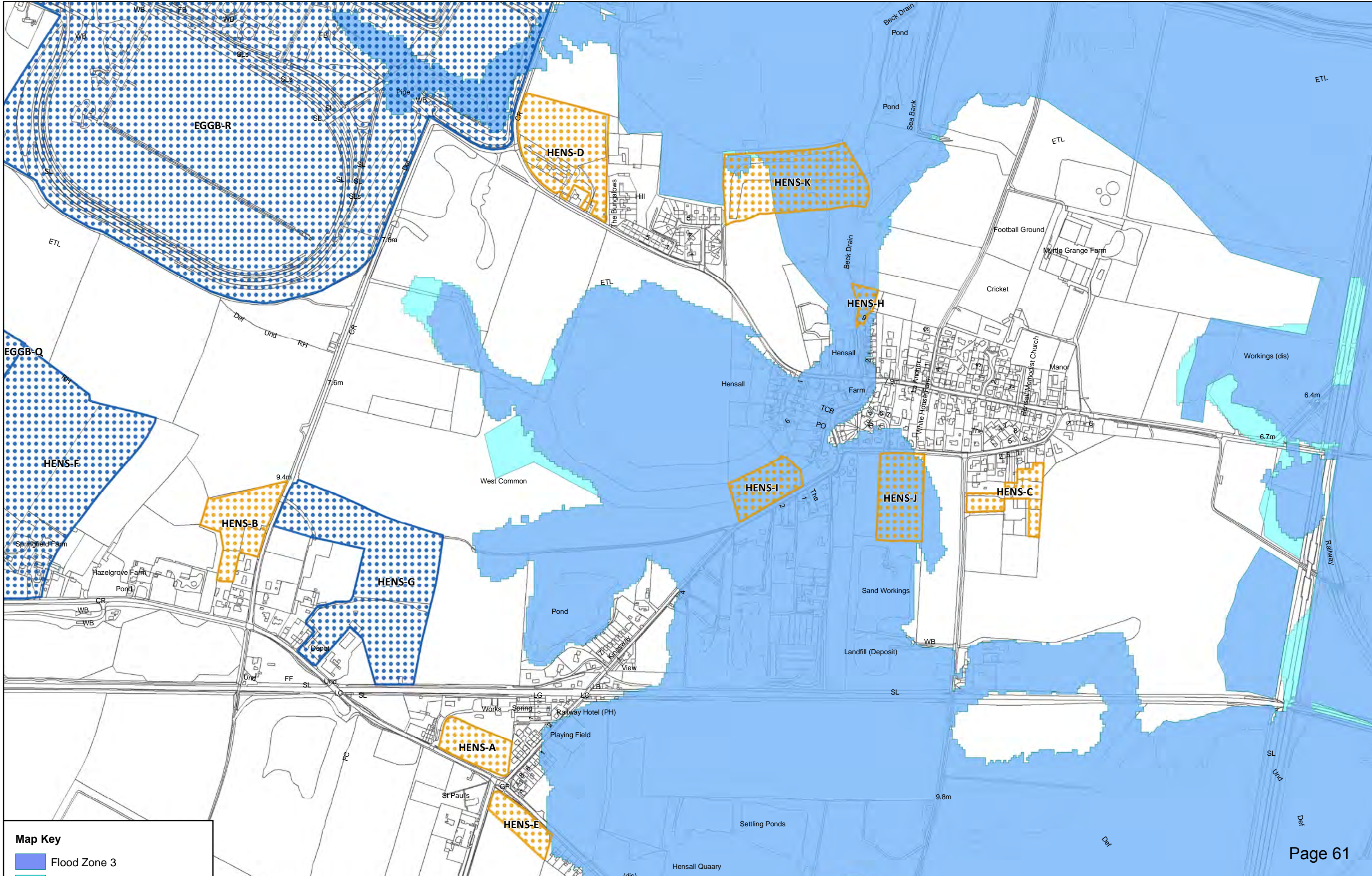
- Flood Zone 3
- Flood Zone 2



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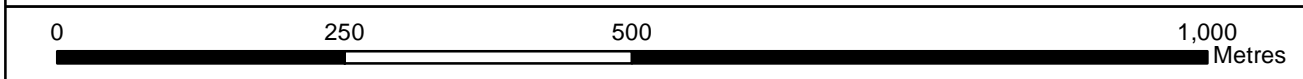


Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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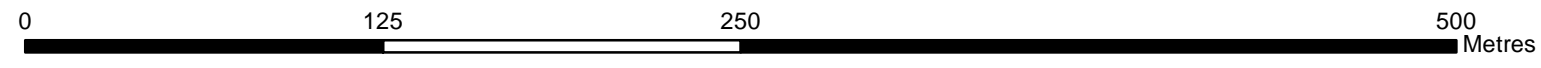


Map Key

- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

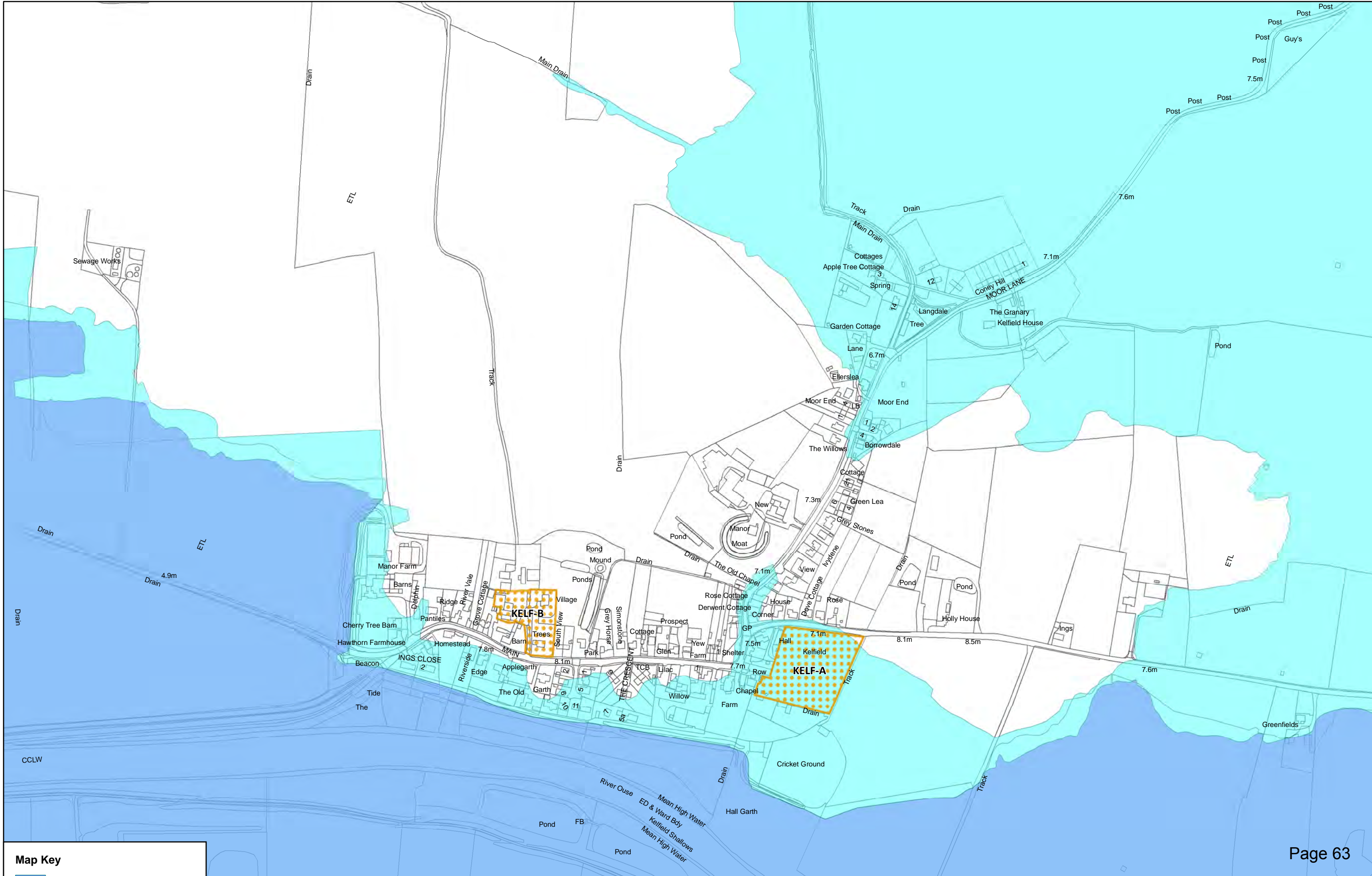
- Residential - Failed Initial Sift



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Page 62

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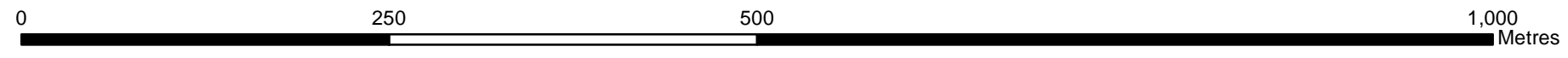


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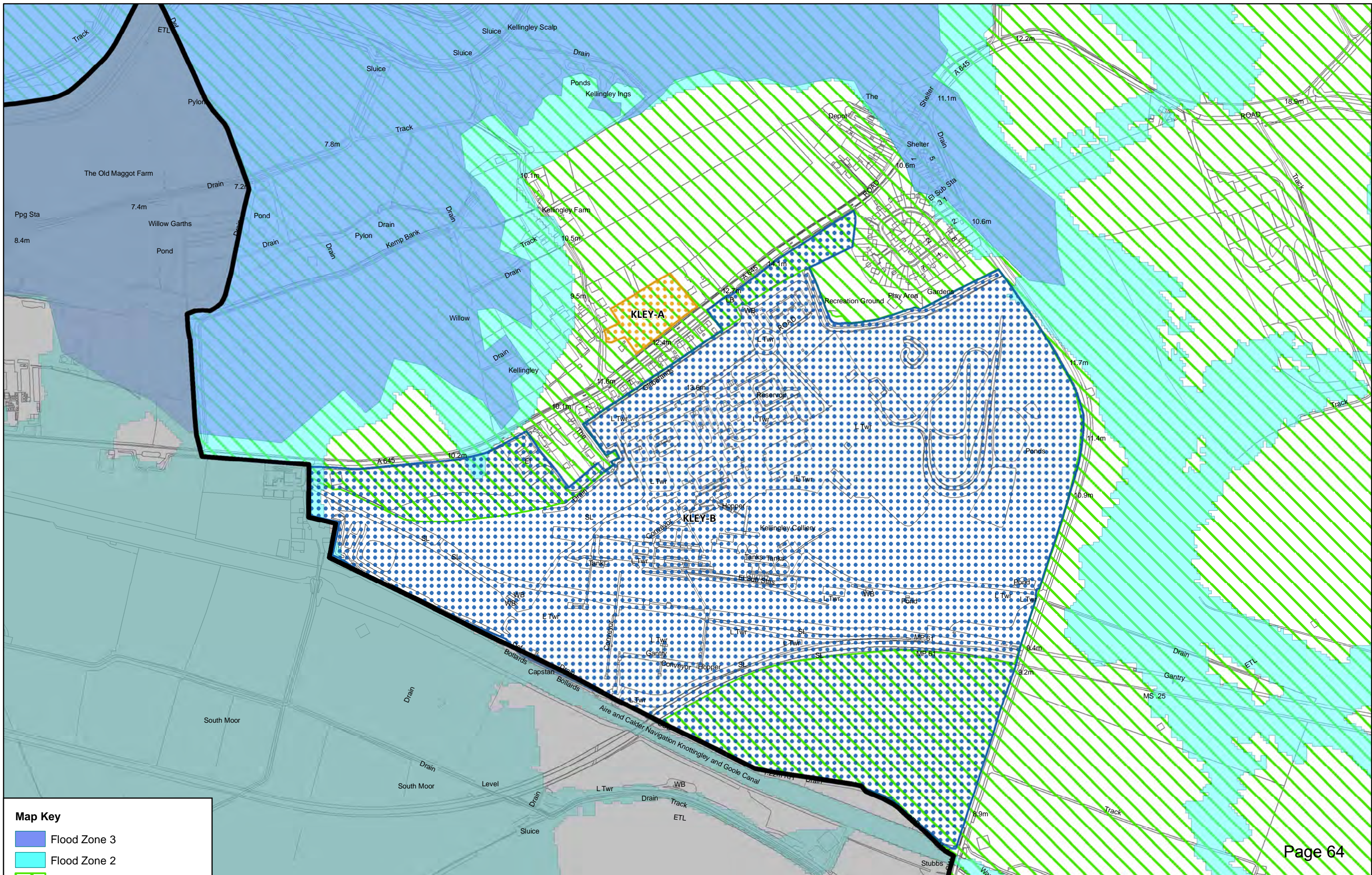
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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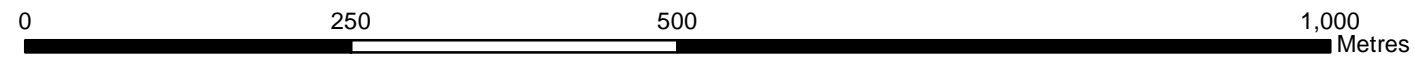


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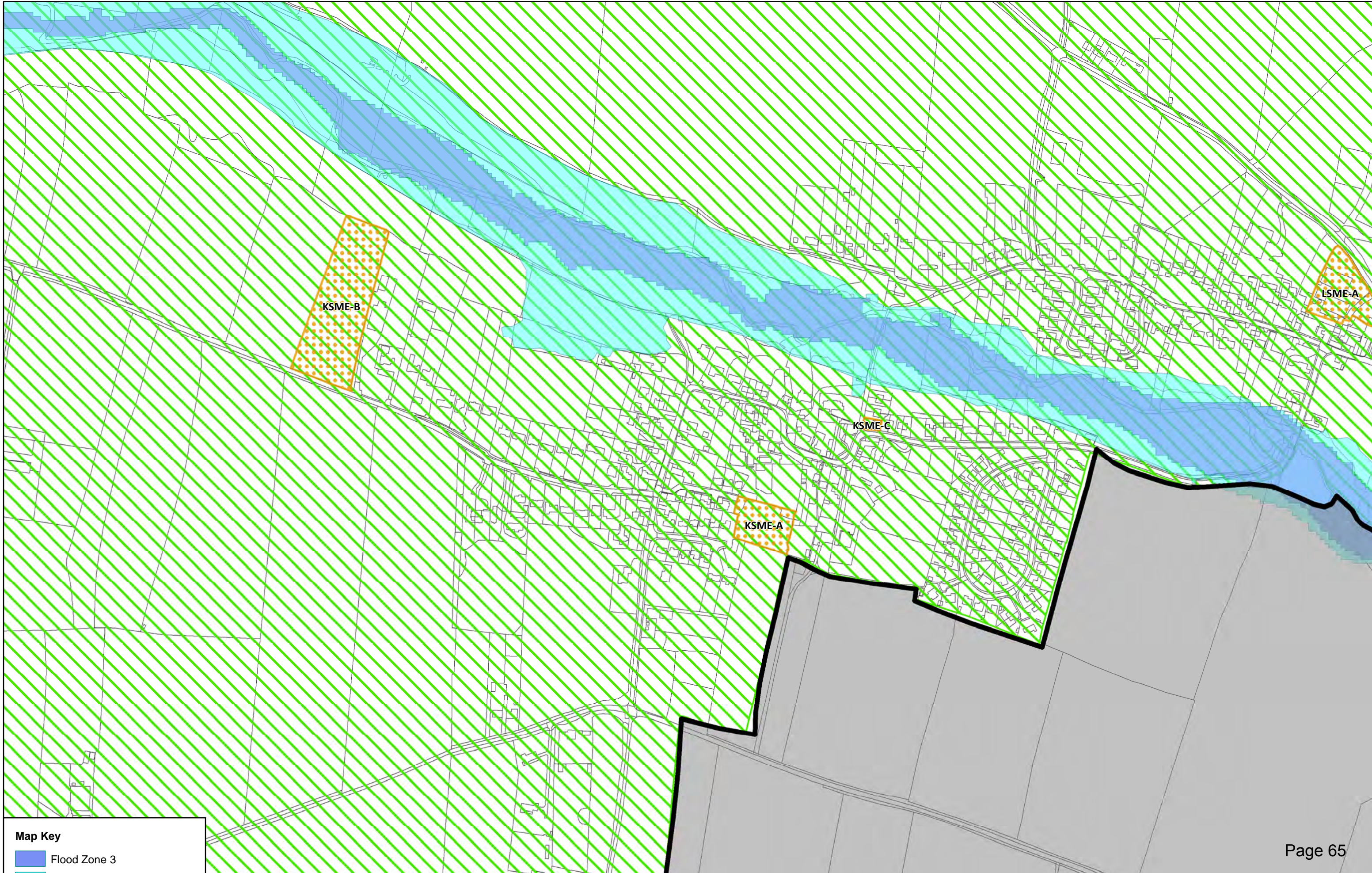
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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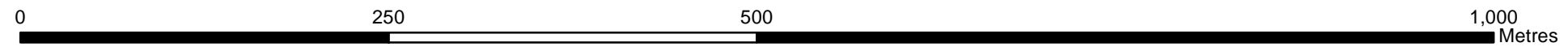


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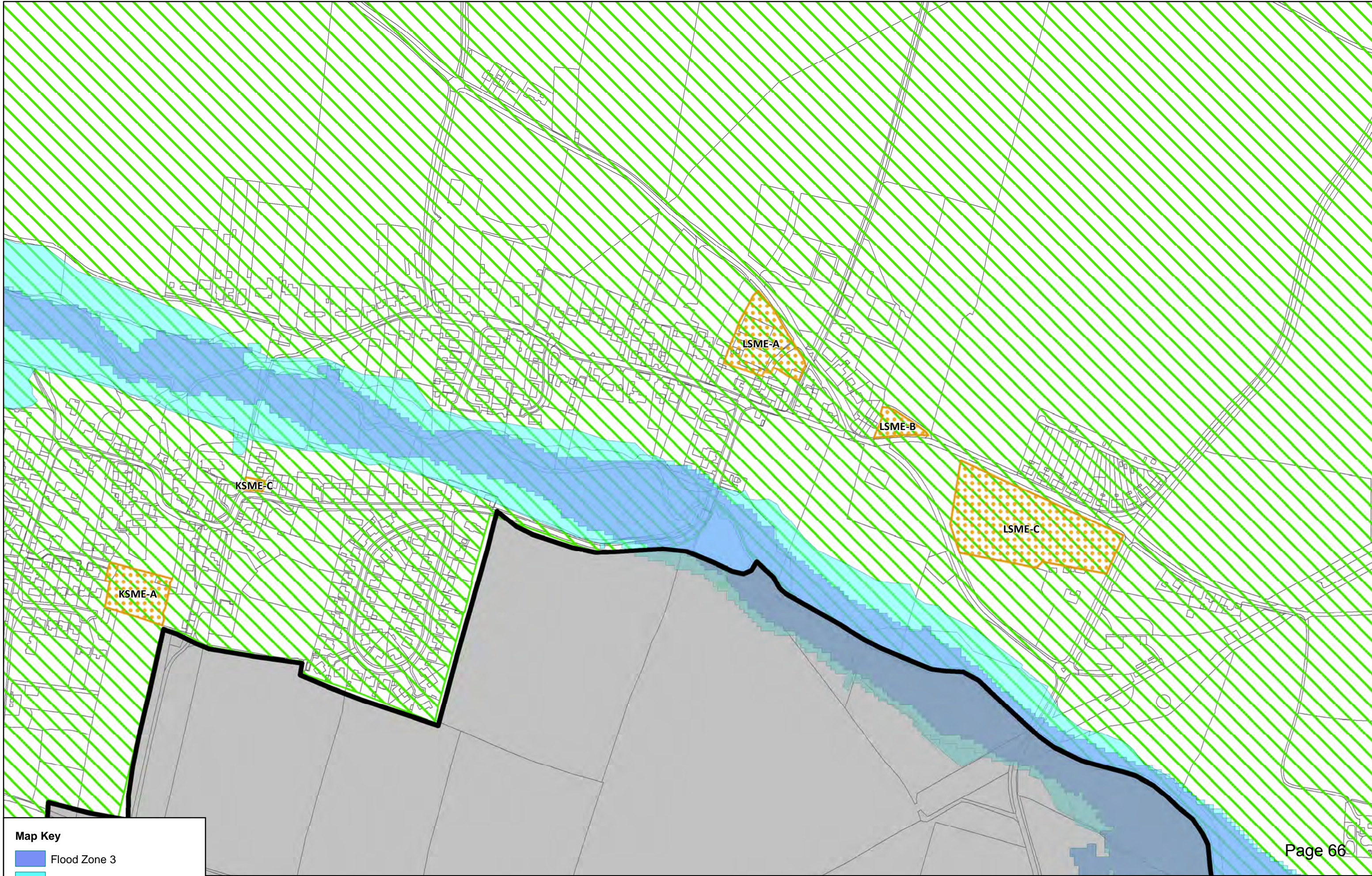
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift



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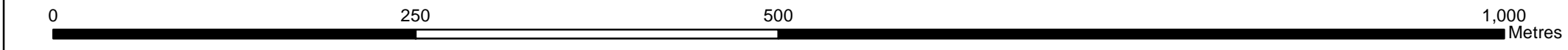


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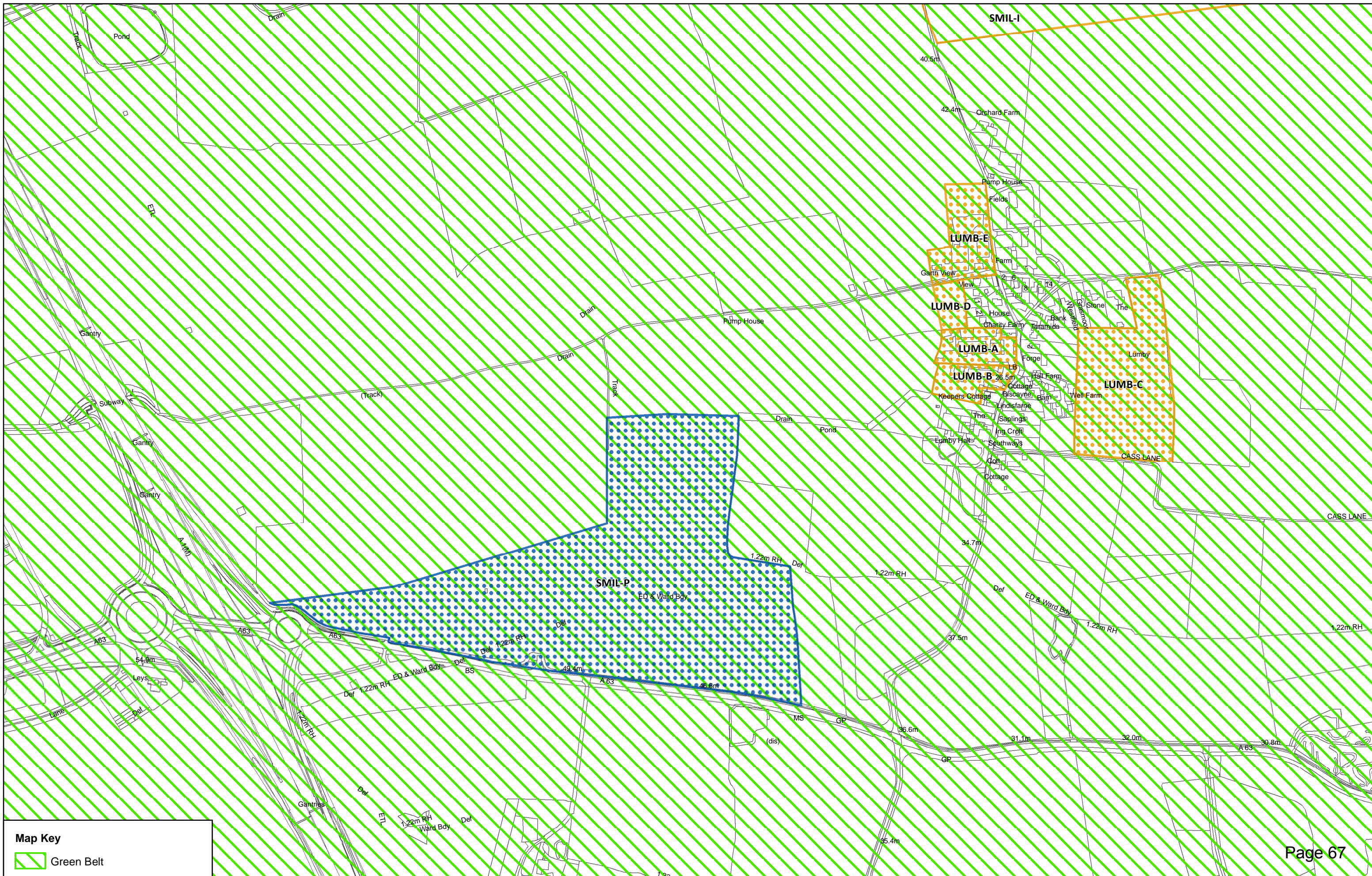
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift

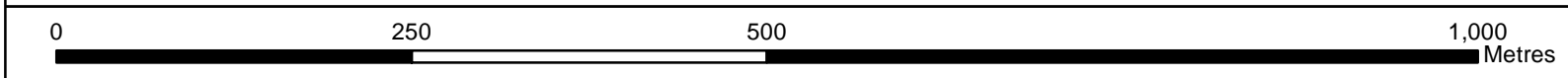


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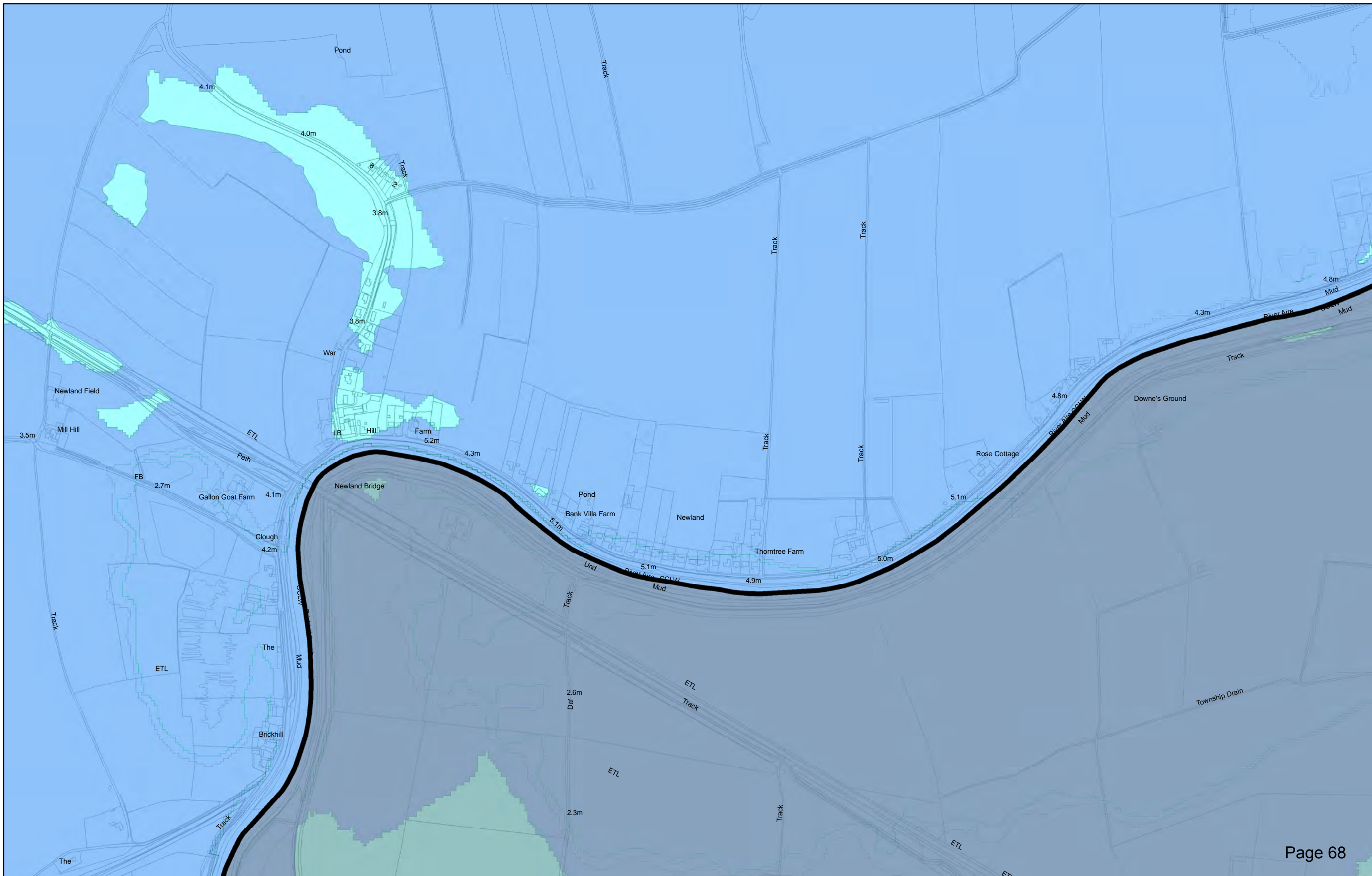


Map Key

- Green Belt
- Pool of Sites - Types**
- Residential not required
- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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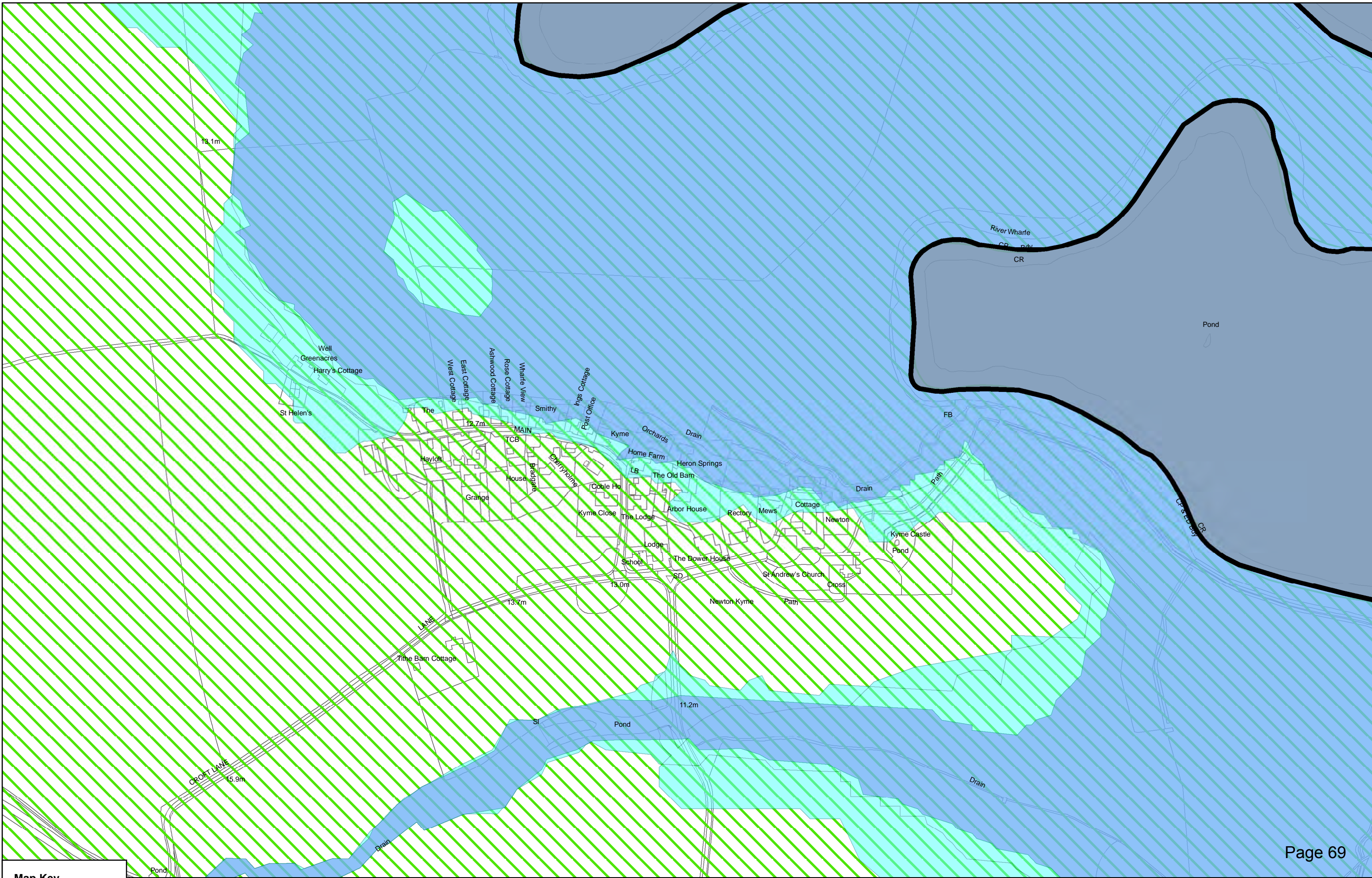
- Flood Zone 3
- Flood Zone 2



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Newland

NORTH 57



Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

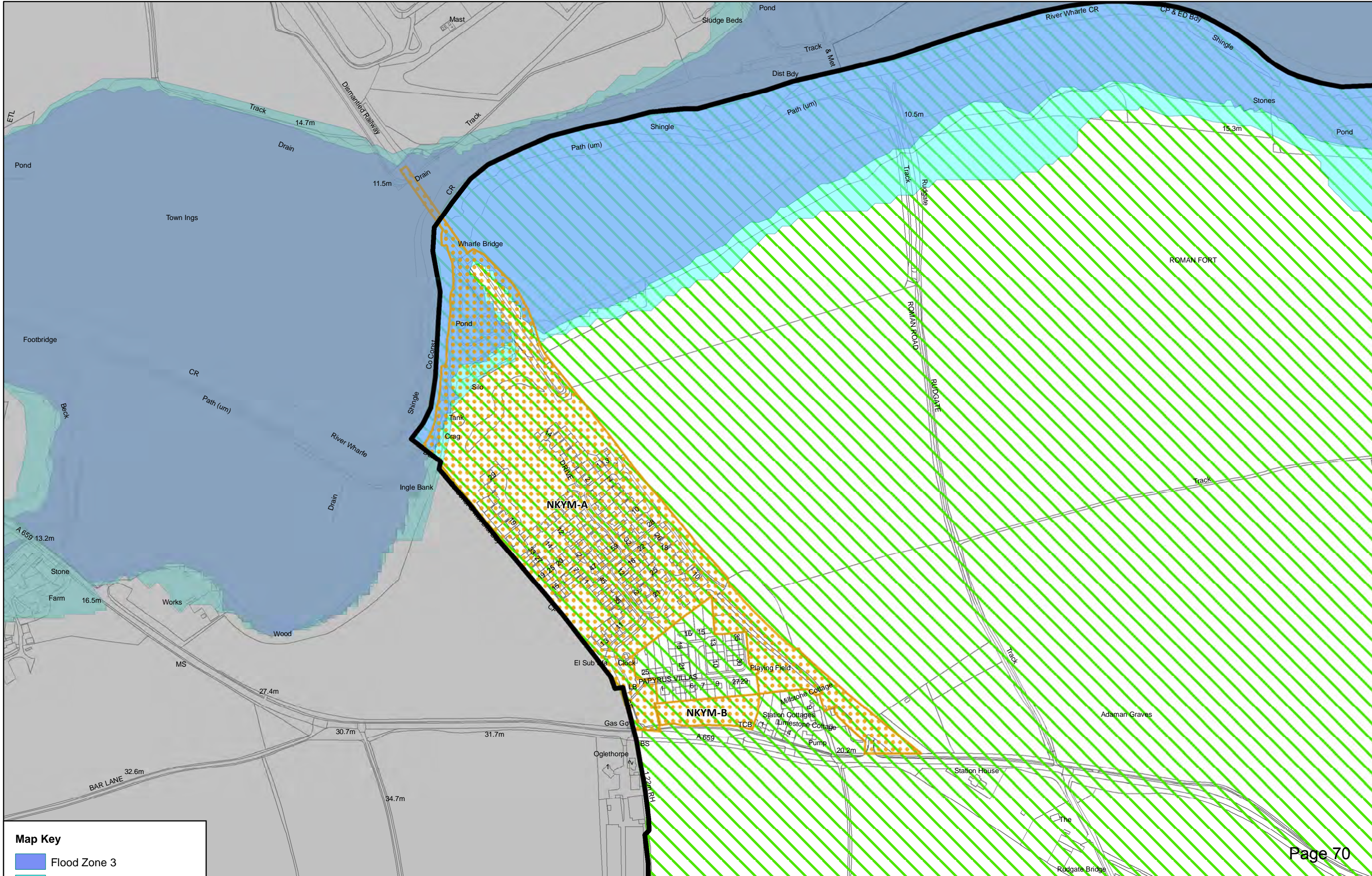
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Metres

Newton Kyme

SELBY
DISTRICT COUNCIL

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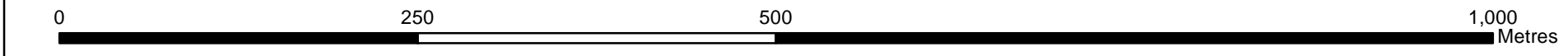


Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

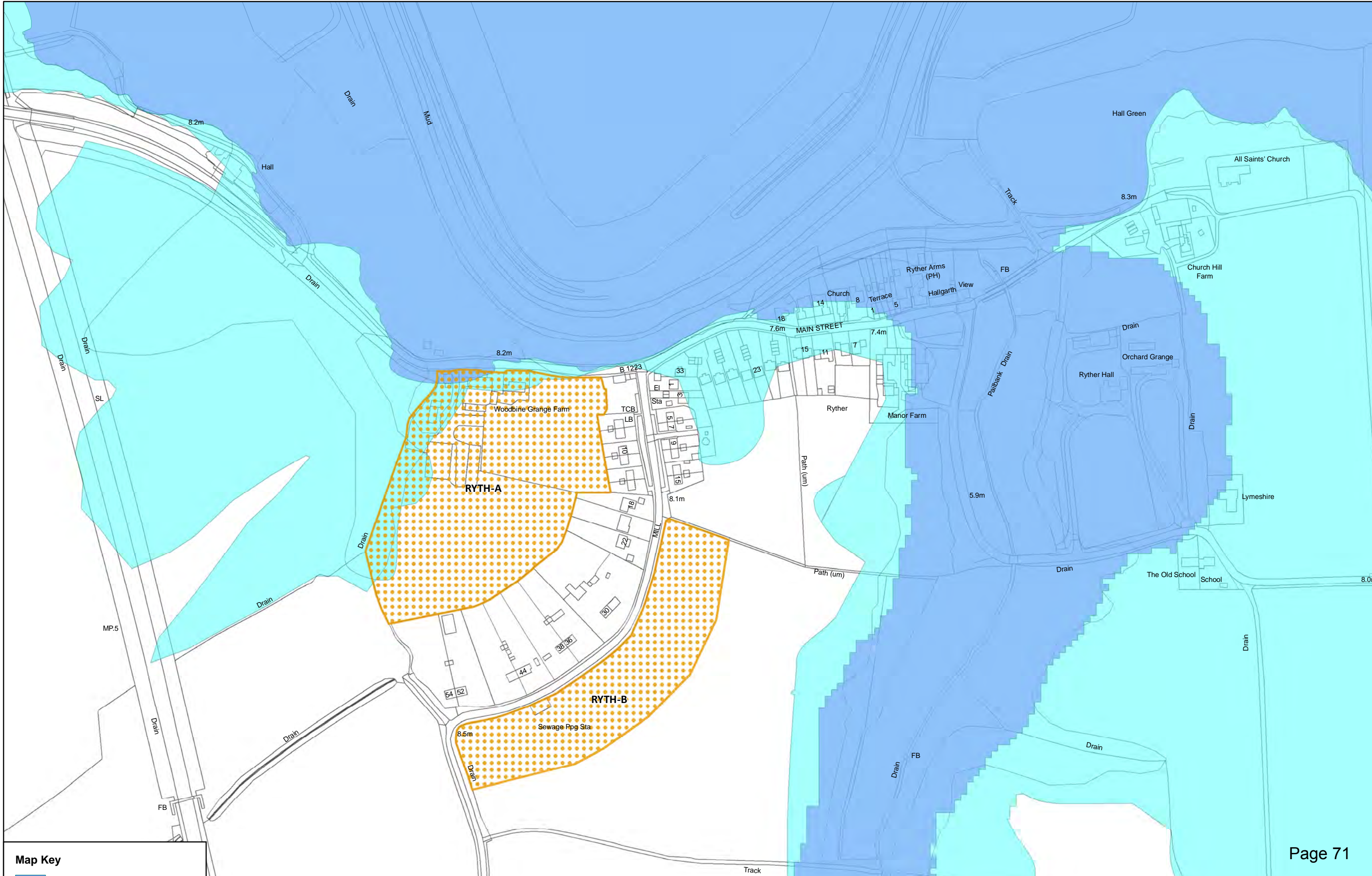
- Residential - Failed Initial Sift



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Newton Kyme Papyrus Works





Map Key

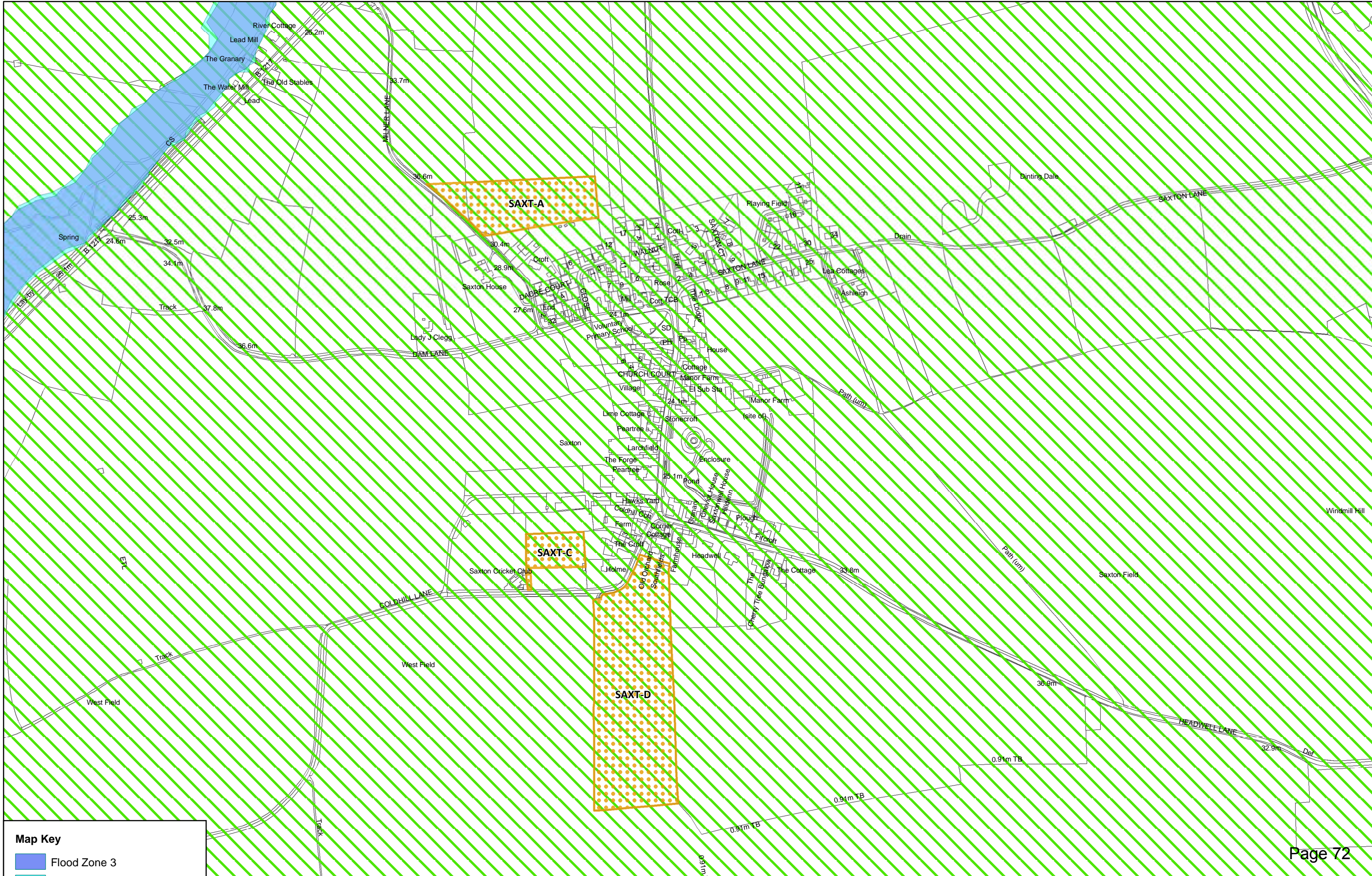
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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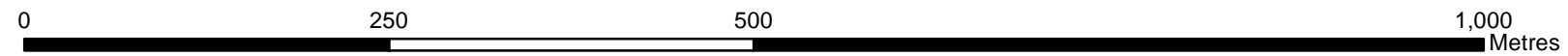


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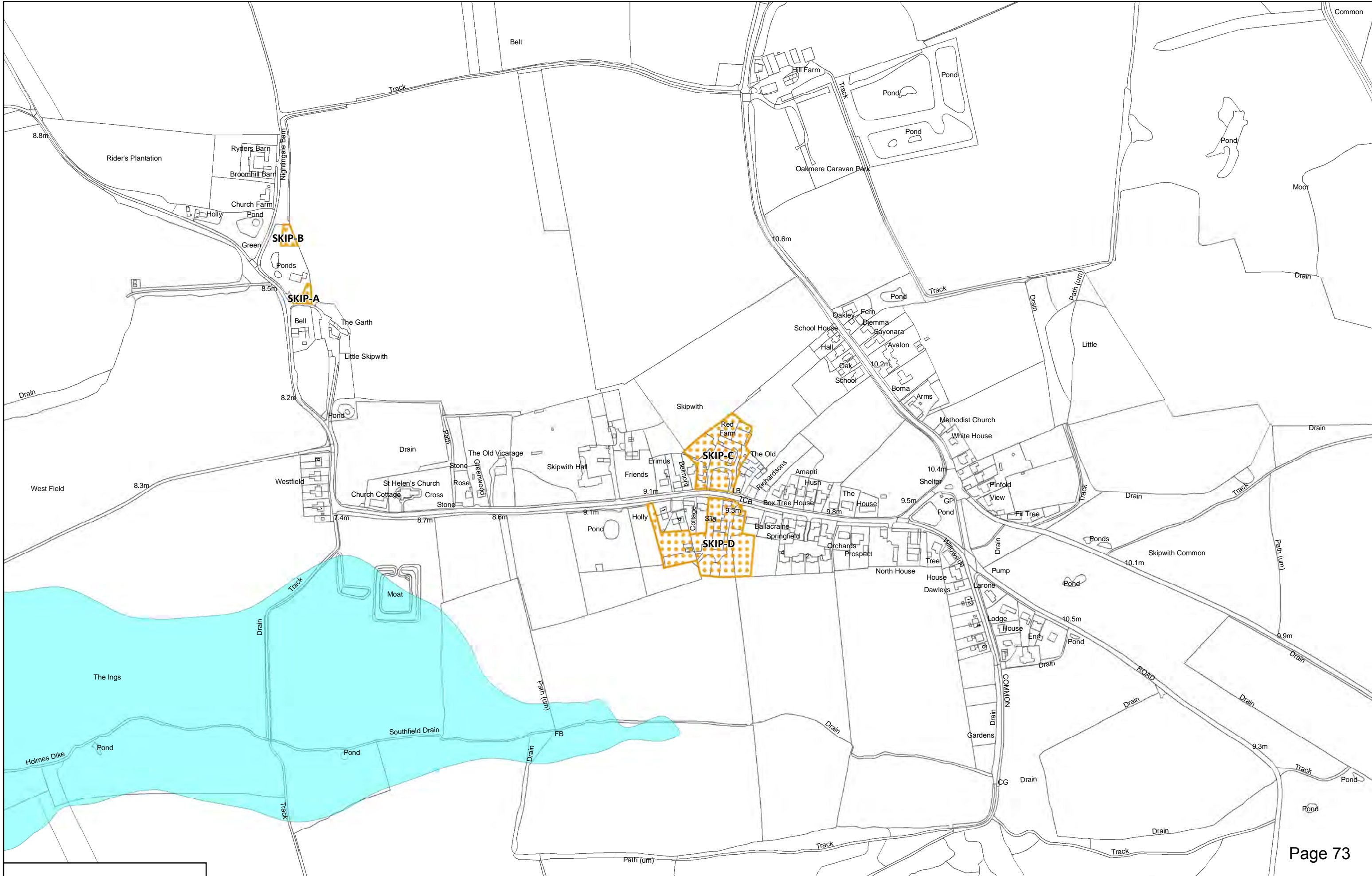
- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift



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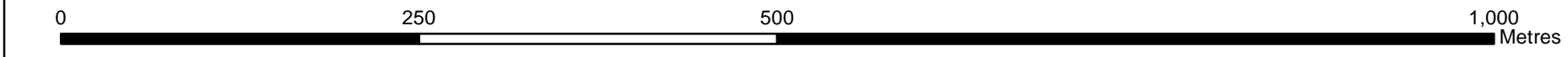


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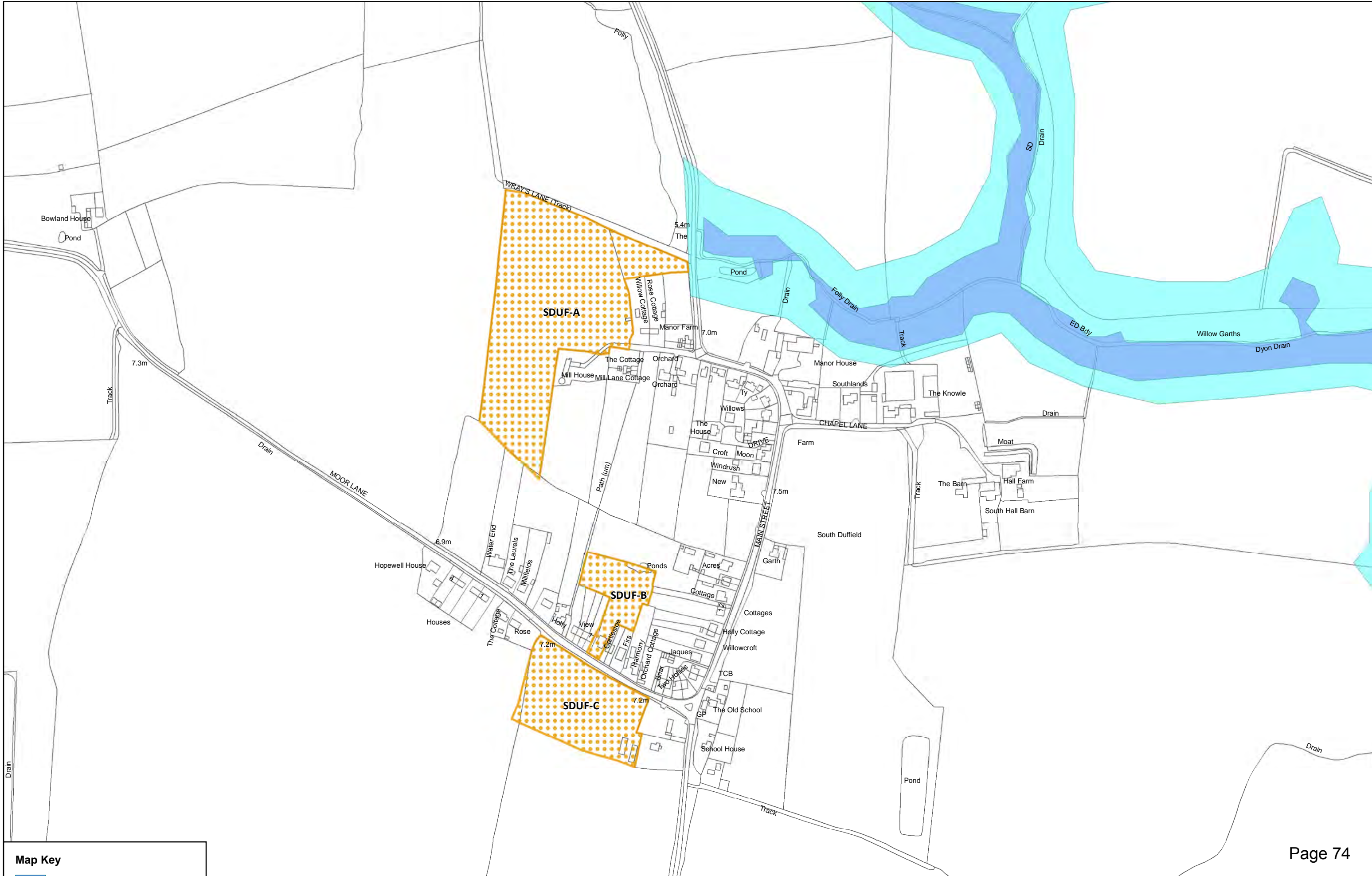
Flood Zone 2

Pool of Sites - Types

Residential - Failed Initial Sift



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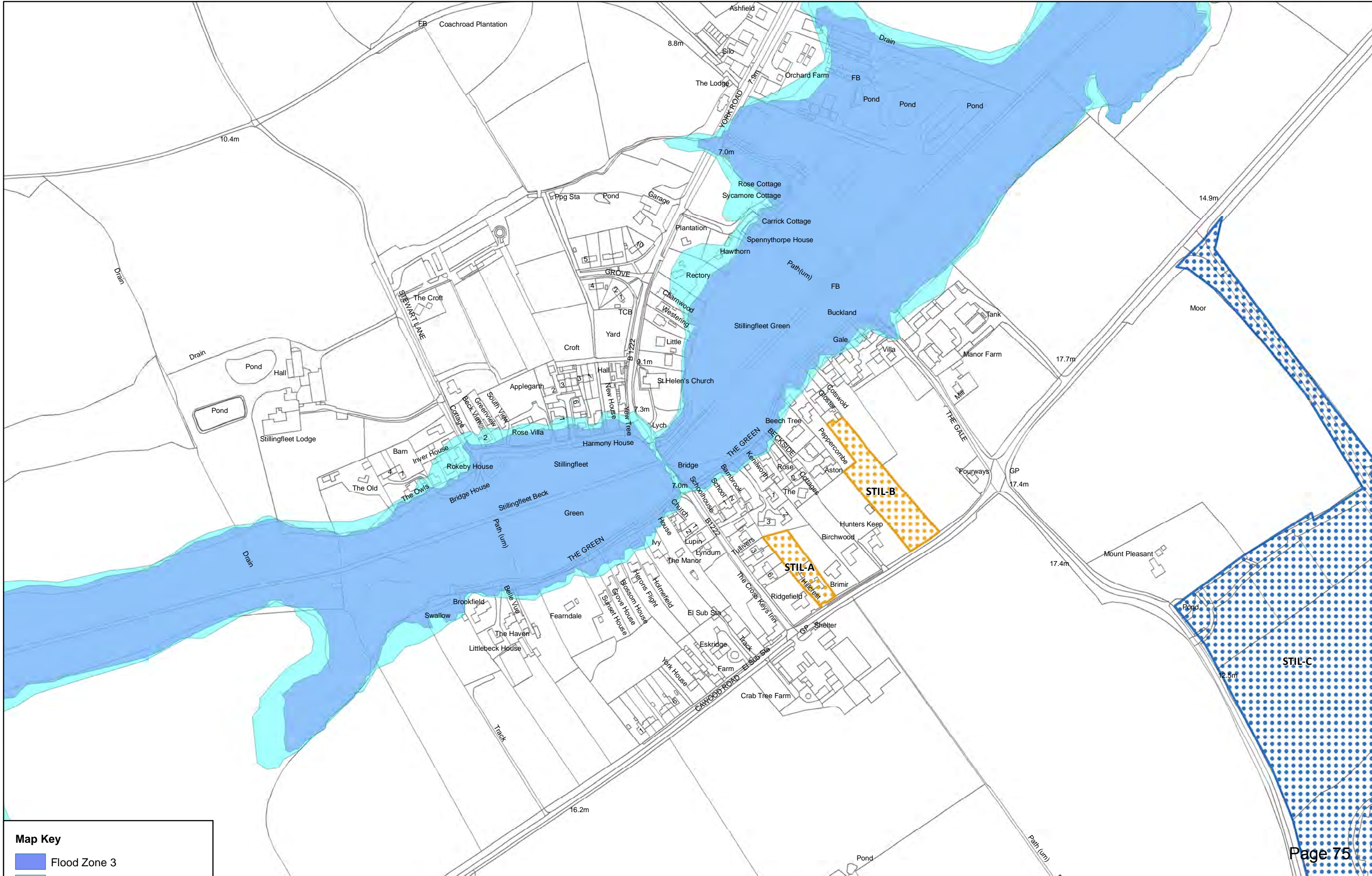
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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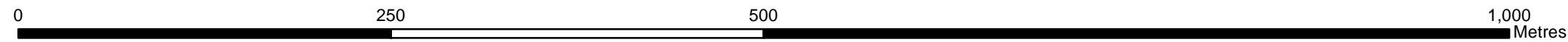


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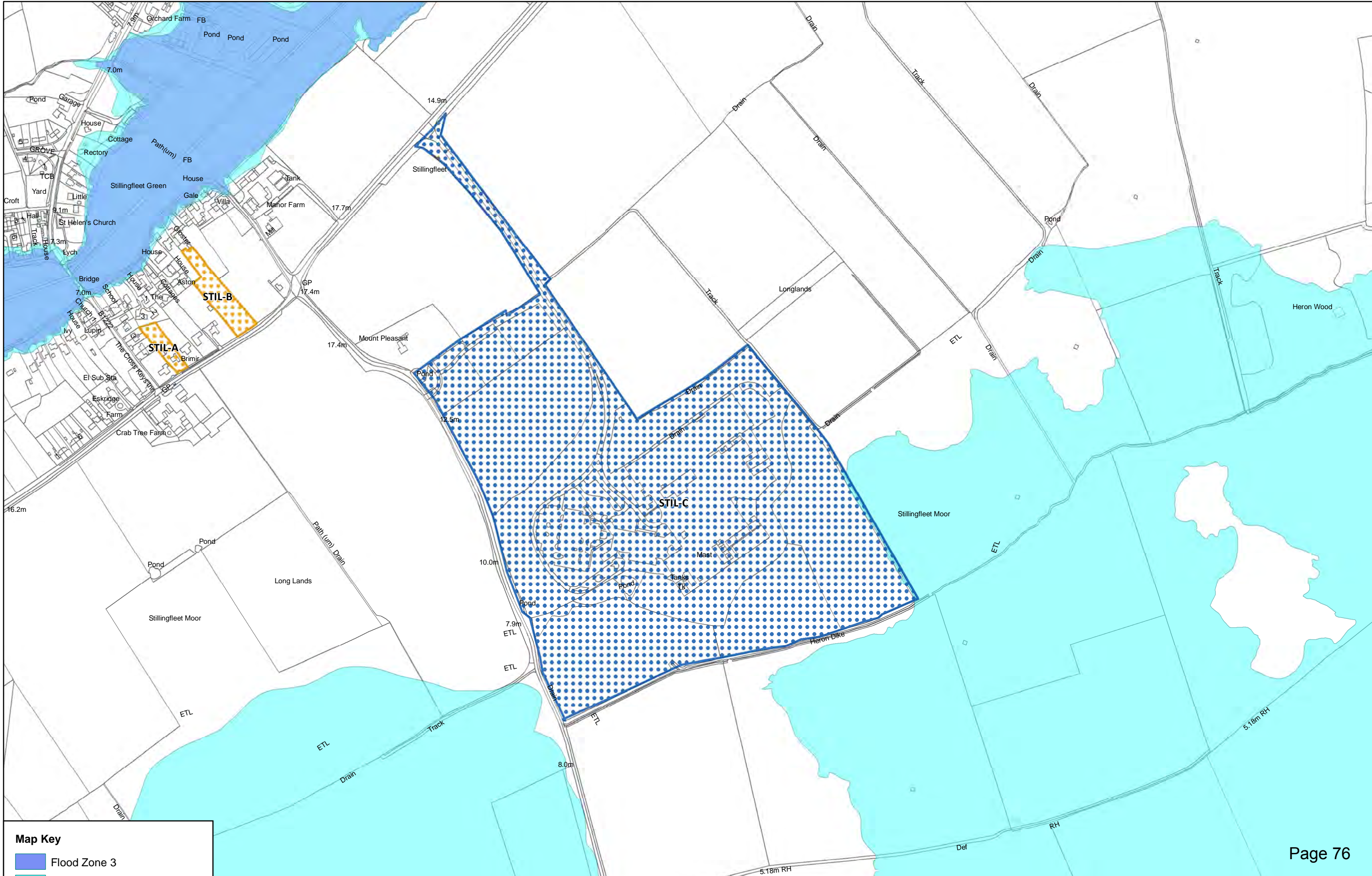
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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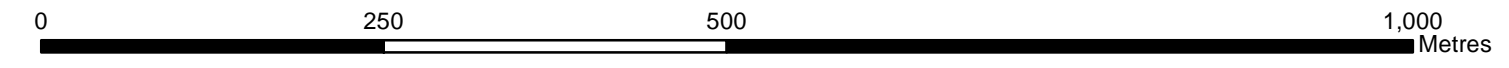


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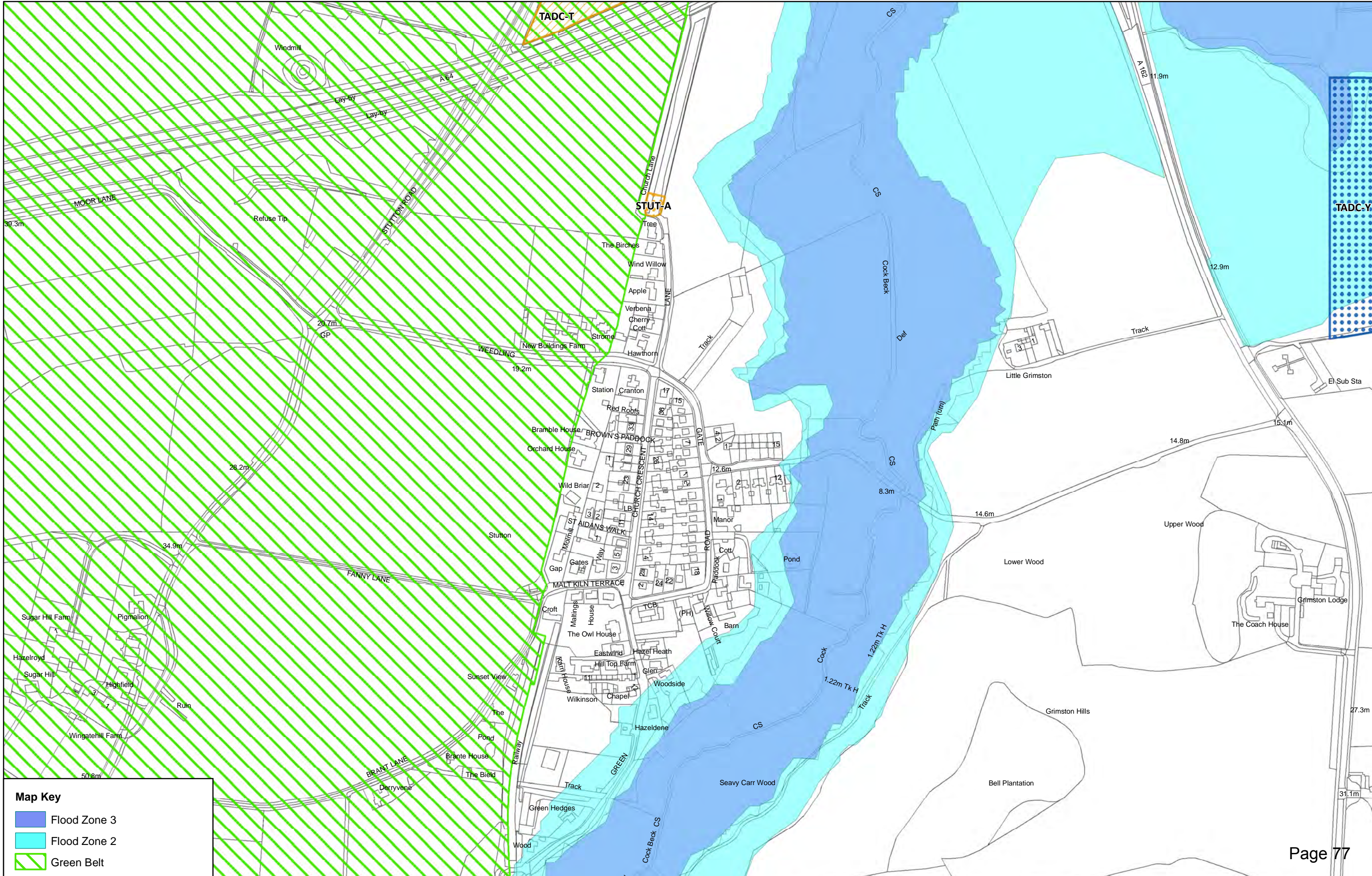
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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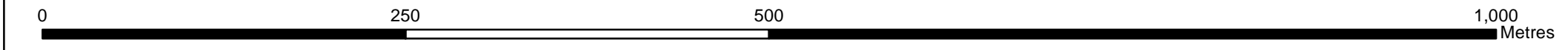


Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

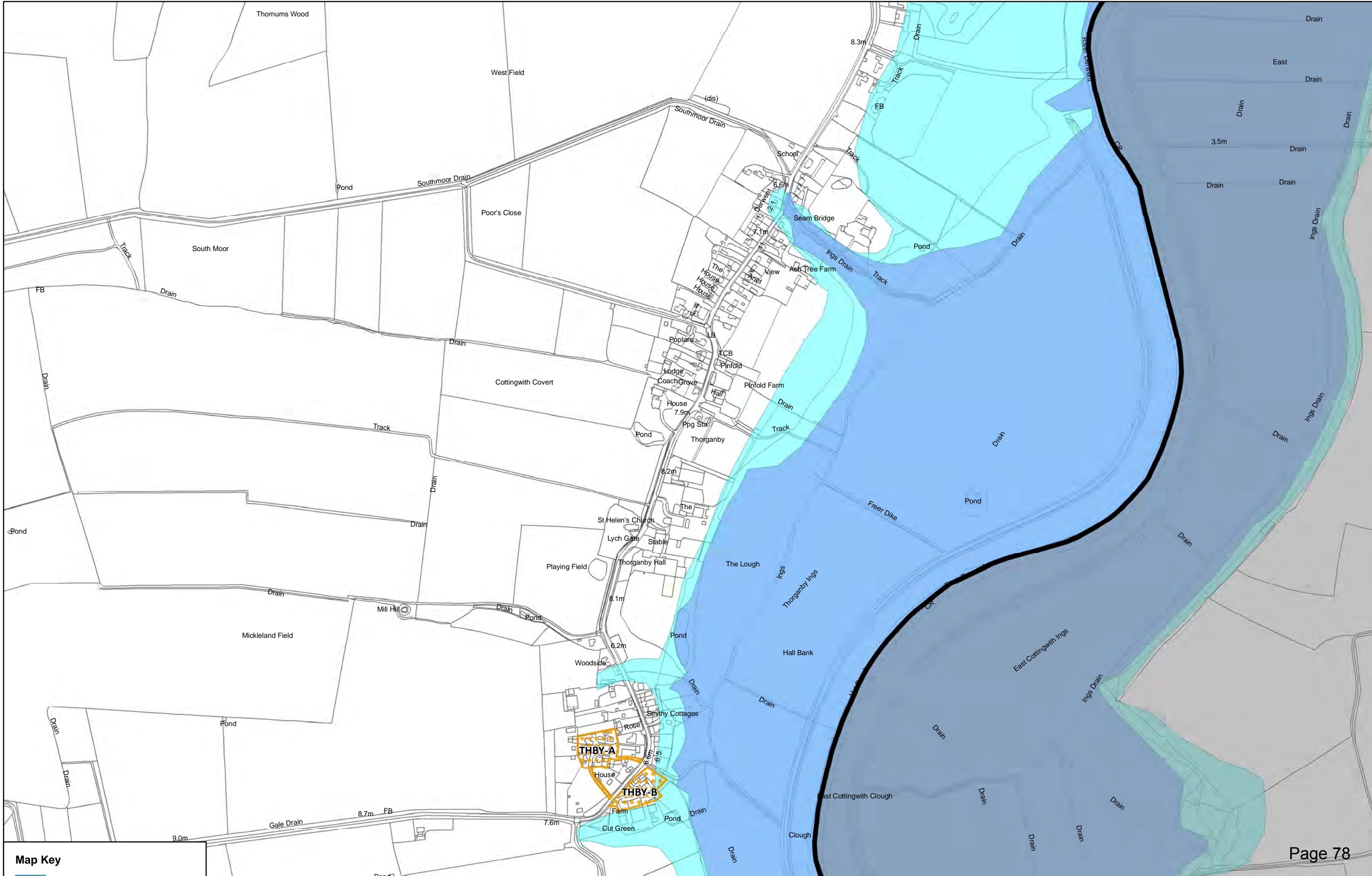
Pool of Sites - Types

- Potential Residential
- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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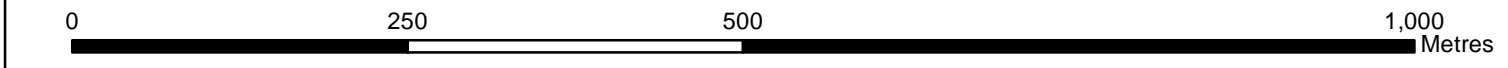


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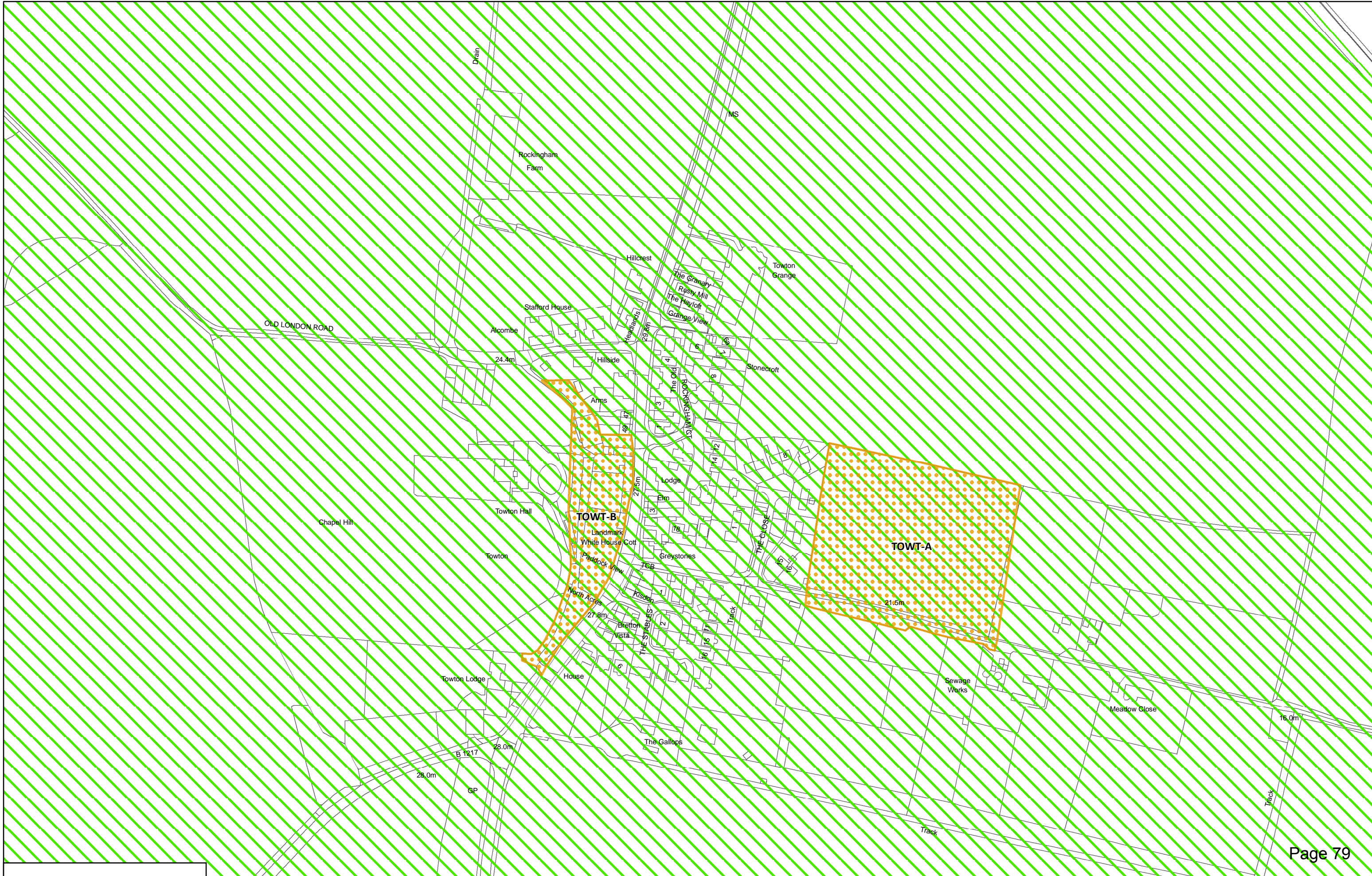
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift

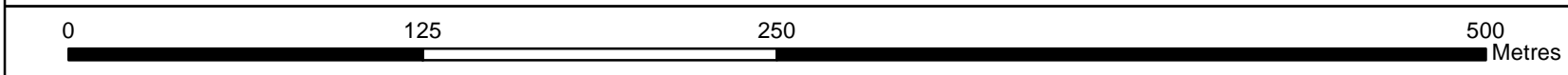


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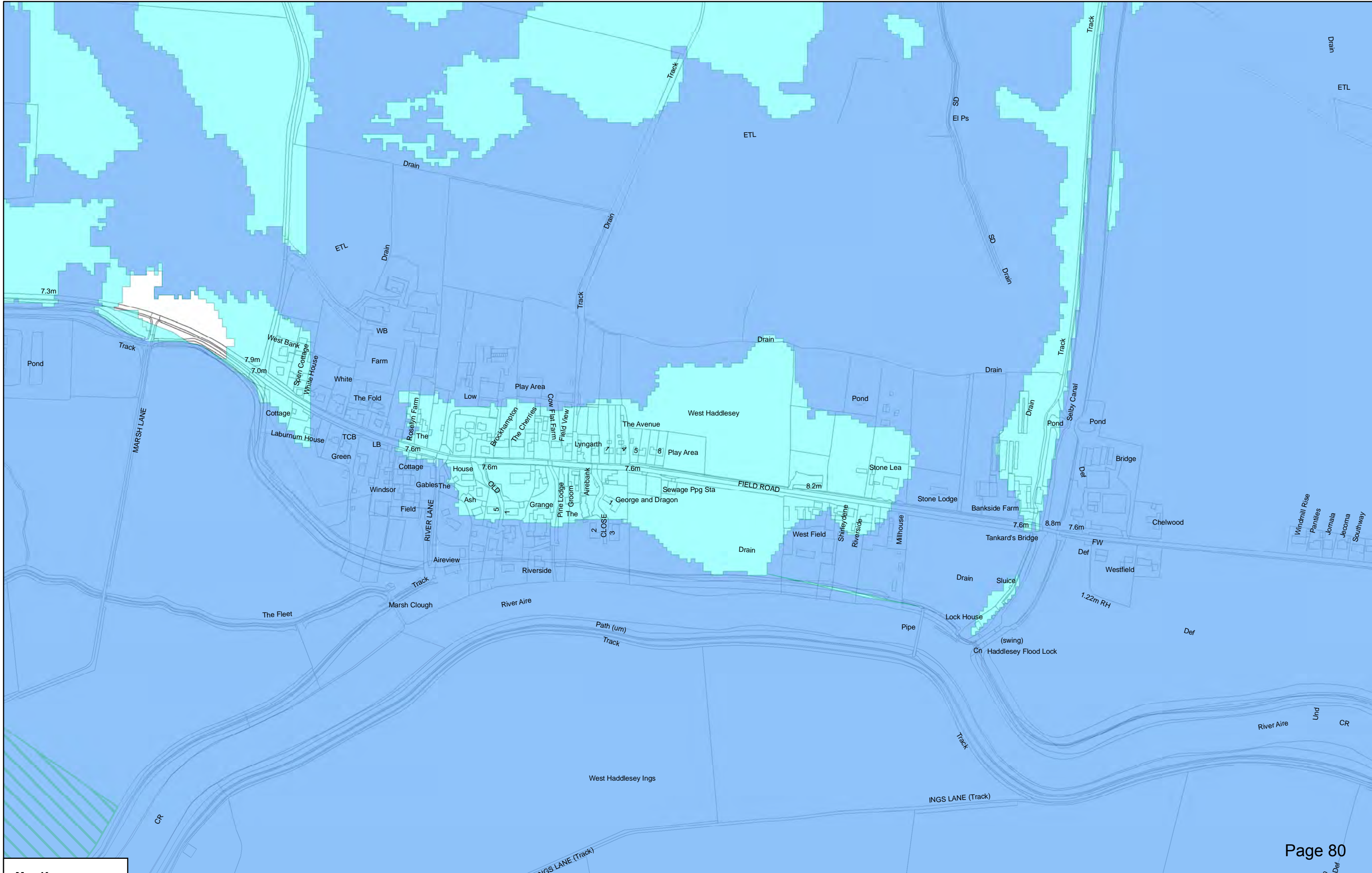


Map Key

- Green Belt
- Pool of Sites - Types**
- Residential - Failed Initial Sift

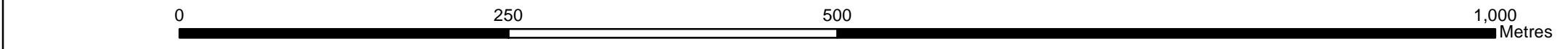


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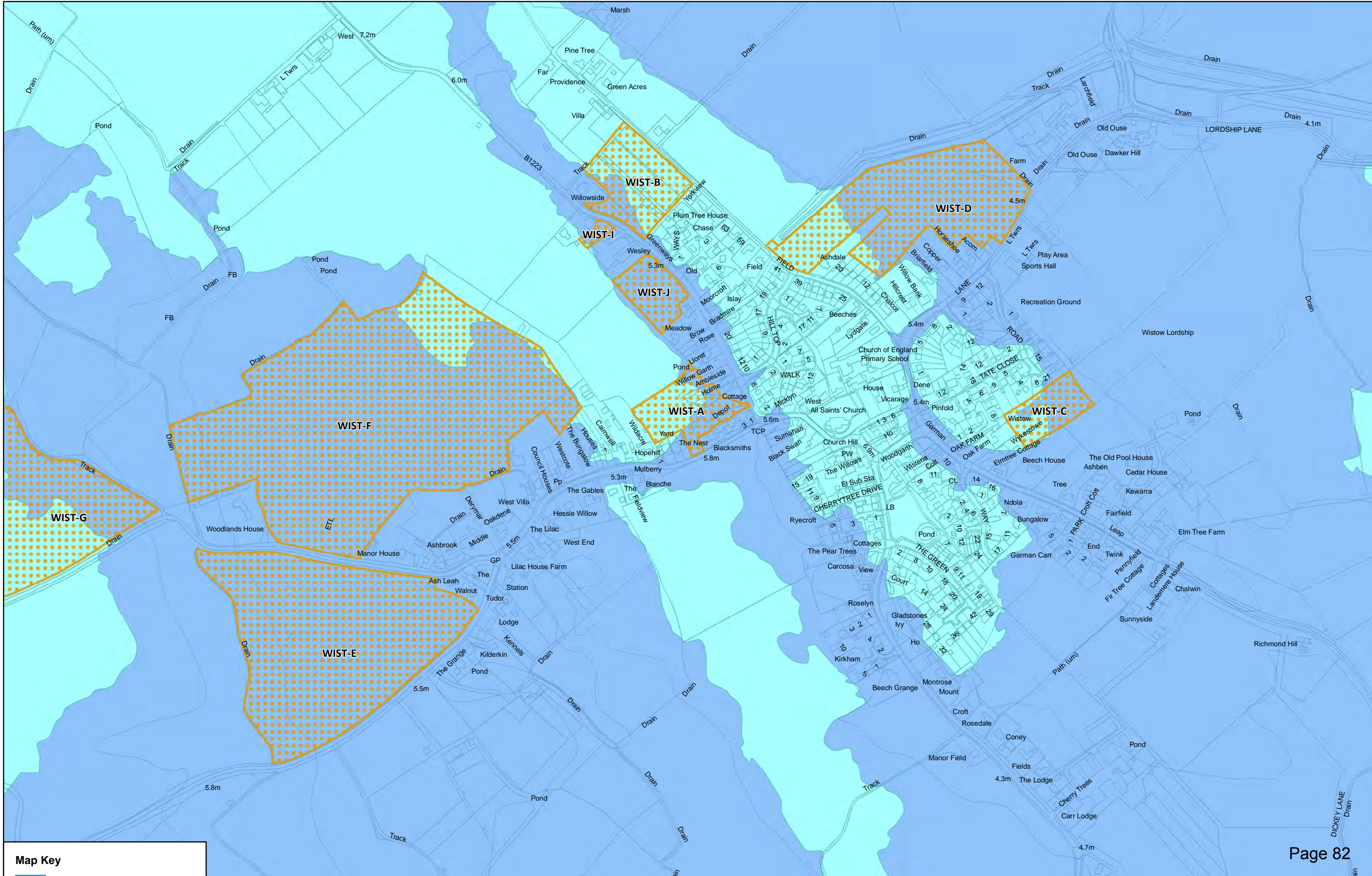


Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt



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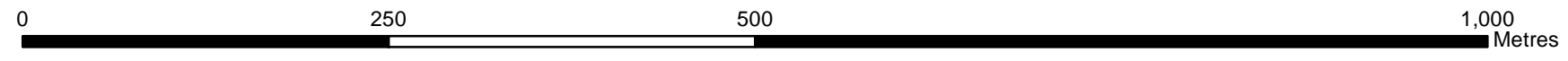


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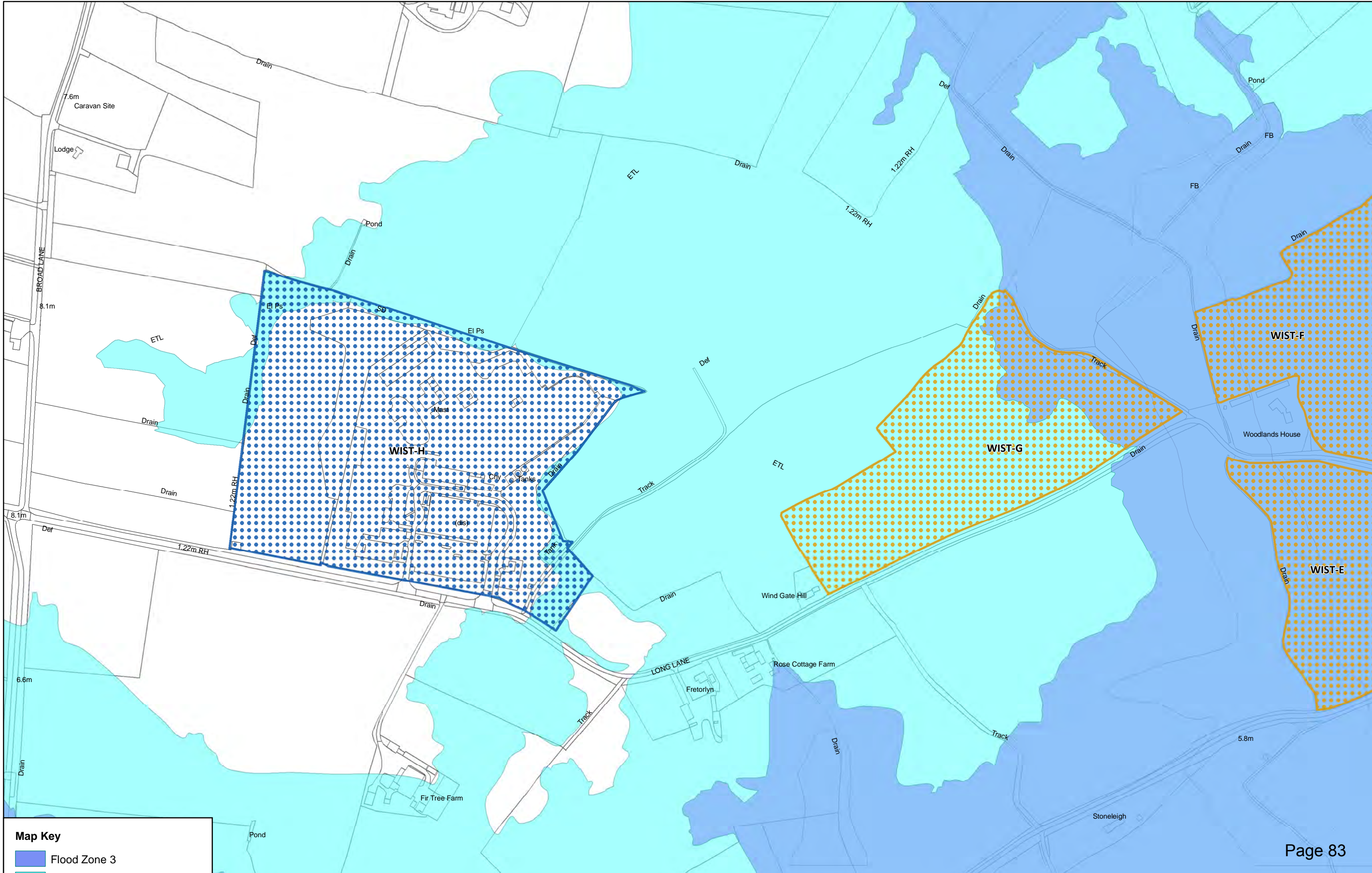
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift



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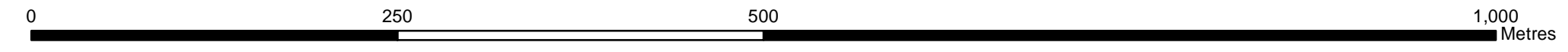


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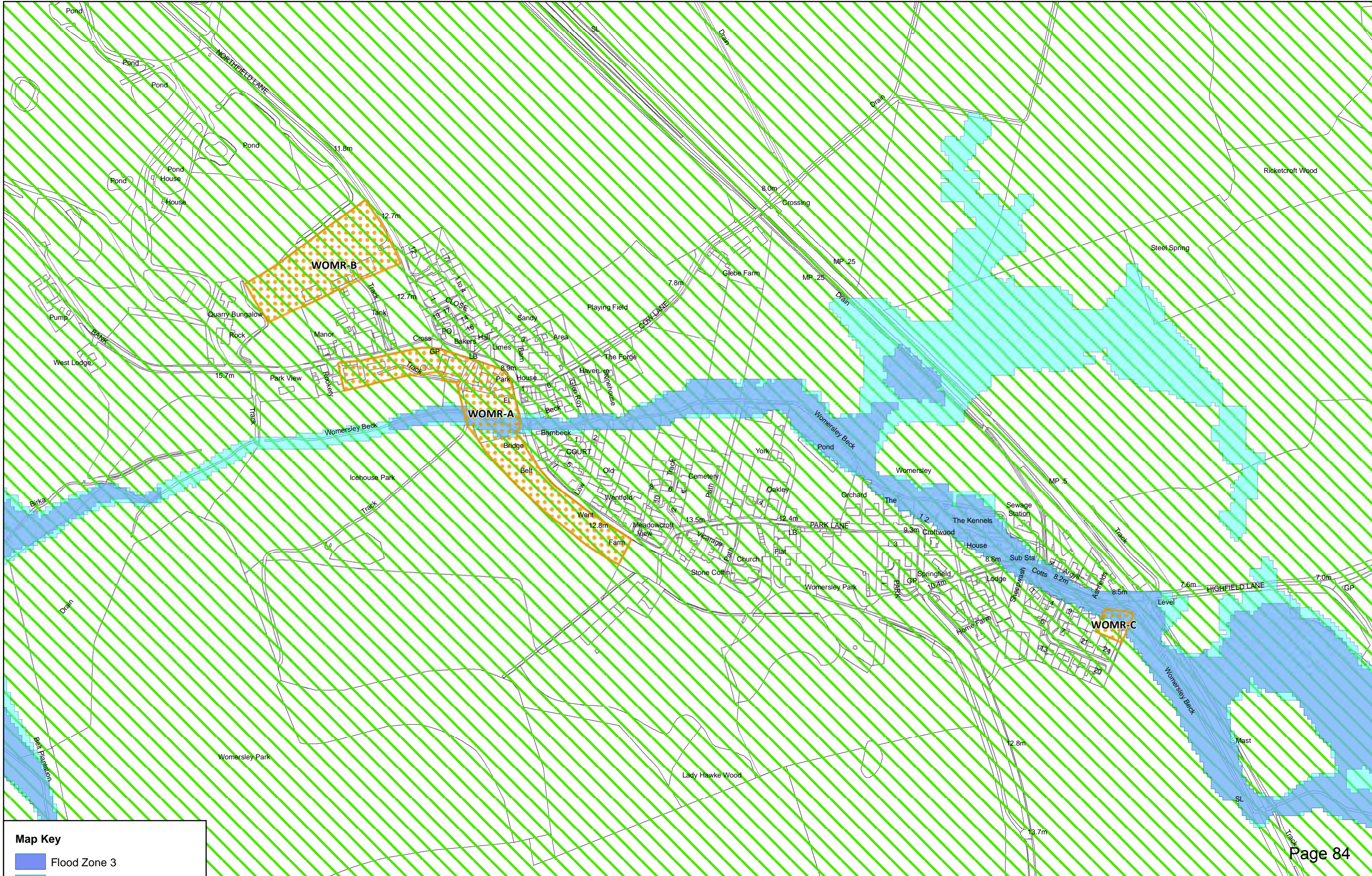
- Flood Zone 3
- Flood Zone 2

Pool of Sites - Types

- Residential - Failed Initial Sift
- Employment - Failed Initial Sift



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Map Key

- Flood Zone 3
- Flood Zone 2
- Green Belt

Pool of Sites - Types

- Residential - Failed Initial Sift



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Selby District Council

REPORT

Reference: E/17/19

Item 5 - Public



To:	Executive
Date:	7 September 2017
Status:	Non-key decision
Report Published:	30 August 2017
Author:	James Cokeham, Head of Economic Development & Regeneration
Executive Member:	Cllr Mark Crane, Leader of the Council
Lead Officer:	Dave Caulfield, Director of Economic Regeneration & Place

Title: Programme 4 Growth 3: Establishment & Update

Summary:

Selby District Council's Programme 4 Growth (P4G) was established in 2011 as a means of focussing and managing investment in key Council priorities. Now in its third iteration (P4G3), this report will summarise overall progress on P4G to date, update the Executive with P4G3 projects and propose a number of actions to ensure that a transparent and responsive programme is created.

Recommendations:

- i. That the Executive notes the contents of this report and endorses the proposal for governance and decision making in paragraph 2.17;**
- ii. That the Executive agrees for quarterly P4G3 updates to be provided to the Executive and Scrutiny Committee;**
- iii. That the Executive agrees to the creation of a P4G prospectus and project brief to assist officers in developing P4G3 projects.**

Reasons for recommendation

To strengthen P4G3 as the Council's critical delivery mechanism for its key strategic priorities and ensure greater transparency of decision making.

1. Introduction and background

1.1 Programme 4 Growth (P4G) was first established in 2011 as a means of focussing and managing investment in the Council's key priorities. Now in its third iteration (from 2017/18), Programme for Growth 3 (P4G3) is the critical delivery mechanism for the Council's ambitious Corporate Plan (2015-2020) and growth-focussed Economic Development Framework which aim to make Selby District 'a great place'.

2. The Report

2.1 The Programme 4 Growth (P4G) was established in 2011 and supported a number of growth-focussed initiatives including the establishment of the Selby District Housing Trust and a 'Ready 4 Work' scheme.

2.2 Reports on the latest position for each P4G project were produced periodically and reported to the Executive. Initially the projects were overseen by a steering group - the 'Programme for Growth Board' although decision making on individual projects remained with the Executive, the Leader (who has had individual delegated authority to allocate funds in the programme since 2016) and officers with delegated powers.

2.3 In 2015 P4G was reviewed. A number of projects were completed, some were carried forward and others evolved into new initiatives, forming Programme 4 Growth 2 (P4G2). The programme consisted of 13 new projects and two carried forward from P4G, with each led by a Senior Responsible Officer reporting to a Lead Executive Councillor. The former P4G Board ceased to meet in 2015/16 with business conducted instead through informal Executive briefings, and formal Executive and Council for necessary decision making. Key achievements from P4G2 are set out below:

- Construction of Selby Leisure Village/The Summit (£6m);
- Implementation of 'Ready for Work' Graduate Programme (£31k);
- Purchase of Burn Airfield (£1.8m);
- Support for Sherburn Retail Experience (£100k);
- Commissioning of Economic Development Framework (£50k);
- Completion of new housing at St Joseph Street, Tadcaster (£31k); and

- Improvements to Town Gateways (£4k).

2.4 The completion of these P4G2 projects has delivered several key outcomes and benefits, these include:

- An increase in physical activity for all age groups;
- Providing employment opportunities for local people;
- Encouraging residents to spend their money in the District;
- The intake of 4 graduates through the Local Government Association's National Graduate Development Programme and the successful completion of this programme;
- A clear understanding of the District's economic priorities and the resources required to deliver them;
- Delivery of 2 homes for affordable rent and 1 market house for sale;
- The installation of artwork on two roundabouts in the greater Selby area, enhancing the visitor experience and generating income through advertising.

2.5 Although tangible and significant successes were achieved, a number of P4G2 projects were in the process of delivery and were therefore carried over for implementation in Programme 4 Growth 3 (P4G3). This includes:

- Healthy Living Concepts Fund (£175k);
- Growing Enterprise (£175k);
- Selby District Housing Trust's Development Programme (£134k);
- Strategic Sites (£285k);
- Tadcaster & Selby Retail Experience (£332k); and
- Empty Homes (£115k).

2.6 P4G2 projects that had not begun delivery had their budget 'returned to the pot' as part of the P4G3 creation process. This includes:

- Construction Skills Hub (£20k);
- Community Skills/Capacity Building (£100k); and
- Green Infrastructure (£20k).

2.7 Delivery of P4G2 was reviewed at a joint workshop of the Council's Executive and Extended Leadership Team (ELT) on 22nd September 2016. This reflected on the successes and challenges of the programme and highlighted a number of important lessons to improve delivery, including:

- The need to build internal capacity/expertise in key areas, including economic development and community engagement;
- Develop project management disciplines and hold delivery partners to account;

- Reconfirm the Council's role as a commissioner/enabler, rather than a deliverer; and
 - Focus on a smaller portfolio of projects to deliver against key corporate priorities.
- 2.8** In total, out of an overall P4G2 budget of £9.58m, £8.02m was spent at the conclusion of the programme in March 2017. A full project breakdown is provided at Appendix A.
- 2.9** Programme 4 Growth 3 (2017/18 – 2019/20): Work began to frame and establish P4G3, the next iteration of the Council's strategic investment programme, at the joint workshop on 22nd September 2016 described above.
- 2.10** The Medium Term Financial Strategy which was approved by Council on 20th September 2016 proposed an indicative £10m fund for P4G3 over its three-year implementation period, subject to final New Homes Bonus figures (currently up to £880k per annum but under review by Government), and business rates receipts from renewable energy facilities (potentially up to £5m per annum subject to the outcome of 100% business rates retention).
- 2.11** The programme is the critical delivery mechanism for the Council's ambitious Corporate Plan. P4G3 was endorsed by full Council as part of the budget approved in February 2017 and comprised of a targeted suite of 5 'programme themes', drawn from its strategic context:
- Town Regeneration;
 - Tourism & Culture;
 - Housing;
 - Infrastructure; and
 - Business.

A clear fit with this key strategic document will therefore be the principal means through which investment will be prioritised, along with a clear business case of the return(s) [financial and non-financial] that can be expected.

- 2.12** These themes represent the main areas of intervention that the Council envisages will be achieved through the delivery of P4G3. Along with establishing these themes, reflections on P4G2 illustrated the importance of embedding a more 'responsive' programme approach. It was therefore agreed to ensure more robust commissioning, enabling and project management capacity were in place for P4G3. This would be delivered through:
- Providing 'up front' budgets for strategic enabling, whilst retaining a 'Project Delivery Fund', for implementation of the outcomes that

emerge from this work and allowing flexibility to respond to new and/or emerging opportunities;

- Funding a number of new internal officer posts (included within the broader proposals for the ongoing corporate restructure).

2.13 A schedule of projects for delivery in 2017/18 was also agreed (see Appendix B), subject to the creation of full project briefs/business cases in consultation with portfolio holders. For the most part, these projects provide the strategic enabling highlighted above to focus project delivery and/or unlock key District development sites.

2.14 Due to delays in the recruitment of new staff as part of the corporate restructure and ongoing discussions with partners, projects have not advanced as swiftly as envisaged. A number of projects are also in development that it is expected will result in significant funding requirements through P4G3. It is proposed to develop these further with the Executive at a workshop. Project ideas will be influenced and informed by the Council's Corporate Plan and growth-focused Economic Development Framework, previous P4G reviews and new ideas linked to the Council's commercialisation agenda.

2.15 P4G3 Full Establishment: The P4G is a significant Council investment programme and it is proposed to establish some strong foundations upon which to drive forward delivery of P4G3. There is a need to provide greater transparency and ensure the programme is appropriately managed and delivered.

2.16 A number of actions are therefore proposed to strengthen the management and delivery of P4G3 that the Executive are asked to consider and endorse:

- ***Production of a succinct programme prospectus/guidance note for officers:*** this will clarify the P4G's key themes (already established), strategic context (Corporate Plan/Economic Development Framework), programme outcomes/priorities (businesses supported, homes delivered etc. linked to KPIs in Corporate Performance Framework) and provide clarity on the project brief process for Council officers;
- ***Amendment of the Council's standard project brief/PID to create a P4G project brief form:*** this form is succinct, effective and well-used across the organisation. It will be slightly amended to ensure project focus and scrutiny on P4G3's themes, strategic context, growth-focussed outcomes and any financial/non-financial returns and appended to the prospectus/guidance note;
- ***Quarterly P4G3 updates to Executive & Scrutiny Committee:*** Updates from the Head of Economic Development & Regeneration to the Executive on overall programme delivery and financial

position, followed by corresponding update to Scrutiny Committee. This will allow opportunities to discuss potential carryover of undelivered projects (or 'return to pot'), increase programme transparency and show a cohesive and joined-up approach.

- 2.17** The Executive are also asked to endorse governance and decision-making arrangements for P4G3 to ensure a transparent and responsive programme is created. Decision making for budget/funding awards will remain with the Leader and/or Executive. Project Briefs of over £10,000 will be submitted to the Executive for approval, whilst Project Briefs under £10,000 will be approved by the appropriate Director/Head of Service in consultation with the Leader through the Council's Scheme of Delegations. Updates on project progress/spend will be monitored through quarterly reporting to the Executive and Scrutiny Committee.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 As the Council's major investment programme, the P4G should be underpinned by sound governance and transparency. Ensuring arrangements are consistent with the Constitution are paramount, and all delegated authorities should be consistent with the Council's Scheme of Delegation.

Financial Issues

- 3.2 P4G3 funding was approved as part of the budget setting exercise for 2017/18. The table below illustrates a summary of the current programme and funding.

P4G3 Programme	Spend (£k)
Towns regeneration	150
Tourism & culture	270
Housing	250
Infrastructure	400
Business	380
Rolled over schemes	934
Allocated to projects (per Appendix B)	2,384
Remaining project delivery fund	5,550
Internal capacity	3,000
Total programme spend	10,934
Funding	
New homes bonus	2,640
Special projects reserve	8,294
Total funding	10,934

One of the key financial aspects of the programme is the resulting growth in key income streams such as council tax, business rates and direct returns on investments. These savings are expected to be realised from 2019/20 onwards.

Progress at the end of Q1 2017 on the above programme has been limited with the exception of the Tour De Yorkshire and Strategic Sites. Project briefs and further development work are being progressed on the remainder although slippage is anticipated on a number of schemes in part due to delays in the recruitment process.

4. Conclusion

- 4.1 P4G3 is the critical delivery mechanism for the Council's ambitious Corporate Plan and growth-focused Economic Development Framework. The above report summarises overall progress on P4G to date and proposes a number of recommendations to strengthen the delivery and management of P4G3 and ensure greater transparency and broader member involvement.

5. Background Documents

n/a

Contact Officer:

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Appendices:

Appendix A: P4G2 Project Breakdown

Appendix B: P4G3 2017/18 Project Schedule

Appendix A: P4G2 Project Breakdown

Project	Project Budget [£]	Project Spend [£] (to end of March 2017)	Comment	Status
Programme Management	-	-	-	Project complete.
Leisure Village	5,579,000	5,578,885	50 new jobs created, the doors opened to the public on 28th May 2016.	Project complete.
Selby Skate Park	100,000	100,000	Skating surface and grind rail complete and opened.	Project complete.
Ready 4 Work	16,556	16,556	Complete. The Council's first graduate trainee programme completed in September 2015.	Project complete.
Retail experience: Sherburn-in-Elmet	110,000	110,000	The funds for this project have been spent. The street scene work has been completed. Project closure document now required from Sherburn PC.	Project complete.
St Joseph Street	31,000	17,000 (£14,000 refund received)	Selby and District Housing Trust have built 2 homes for affordable rent and 1 market house for sale. £14k refund received.	Project complete.
Green Energy	30,000	14,193	No further update after exploration of potential. Remaining funds in project returned for reallocation in P4G3.	Project complete.
Economic Development	50,000	57,627	Economic Development Framework finalised for prospective adoption by Executive.	Project complete.
Burn Airfield	1,790,000	1,790,360	Land acquired in 2015/16.	Project complete.
Improvements to Gateways	3,639	-3,967	Sculptures in place on 2 roundabouts on Selby Bypass and income stream now in place to fund on-going maintenance and development.	Project complete.
Healthy Living Concepts Fund	175,000	29,400	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	Project carried over for implementation in P4G3.

			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	
Growing Enterprise	175,000	32,495	Completed - 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 carried over for P4G3.	Project carried over for implementation in P4G3.
Marketing Selby's USP	62,664	4,750	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.	Project carried over for implementation in P4G3.
Retail experience: Tadcaster Linear Park	180,000 (including £80k grant from Tadcaster Town Council)	375	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.	Project carried over for implementation in P4G3.
Retail experience: STEP	151,576	17,550	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.	Project carried over for implementation in P4G3.
Empty homes	115,475	0	Brought 2 previously empty properties back into use during 2016/17. These have been in villages around Selby and in both cases no enforcement	Project carried over for implementation in P4G3.

			action was necessary. Proactive work during 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	Work to support the housing development programme for SDHT to provide affordable rental property in the district.	Project carried over for implementation in P4G3.
Strategic Sites	285,000	163,306	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.	Project carried over for implementation in P4G3.
Sherburn All-Weather Pitch	200,000	0	Project to be delivered during Q1 2017/18. Executive decision to support was received on 18.05.17.	Project carried over for implementation in P4G3.
Town Masterplanning	250,000	56,180	Project rolled over for P4G3. Briefs currently being finalised, with Towns Visioning and action plans to be rolled out in 2017/18.	Project discontinued and remaining budget returned for reallocation in P4G3 Delivery Fund.
Construction Skills Hub	20,000	0	Project on hold pending further productive discussion with Selby College and ongoing feasibility work on Olympia Park. Roll into Project Delivery Fund for P4G3.	Project discontinued and remaining budget returned for reallocation in P4G 3 Delivery Fund.
Community Skills/Capacity Building	100,000	0	The Economic Development Framework is due for adoption 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.	Project discontinued and remaining budget returned for reallocation in P4G3 Delivery Fund.
Green Infrastructure	20,000	0	Work now delivered in-house by Planning Policy team as part of PLAN Selby development.	Project discontinued and remaining budget

				returned for reallocation in P4G3 Delivery Fund.
TOTAL	9,578,660	8,019,110		

Appendix B: P4G3 2017/18 Project Schedule

Project Theme	Towns Regeneration
Project	Retail Experience: Tadcaster Linear Park
Lead Officer	Angela Crossland
Summary	Improving the leisure and culture experience in the town centre through the development of a riverside children's play area and trim trail
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	180,000
Project Spend to July 2017 (£)	15,000
Progress	<p>Contracts are due to be awarded to approved provider from August 2017 and commencement of the project anticipated Oct 2017.</p> <p>The project is envisaged to be completed within 2017-18. (*includes Tadcaster Town Council funds of £80k).</p>

Project Theme	Towns Regeneration
Project	Towns Masterplanning
Lead Officer	Angela Crossland
Summary	Completion of the project will set long term visions and identify improvements needed, with Action Plans
Additional Comments	Projects flowing from the action plans will be subjected to individual business cases
Brief Developed	Drafting
Budget (£)	150,000
Project Spend to July 2017 (£)	0
Progress	Project brief shared with Lead Members and Leadership Team. Anticipated commissioning process Autumn 2017. Project Initiation to follow Plan Selby public consultations.

Project Theme	Towns Regeneration
Project	Retail Experience: Selby Town Enterprise Partnership
Lead Officer	Angela Crossland
Summary	A partnership of local business and community organisations focused on enhancing Selby's street scene, shopping and leisure experience
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	123,700
Project Spend to July 2017 (£)	7,000
Progress	<p>A 2 year delivery plan will be put in place to spend this fund.</p> <p>Grants given to support Selby Arts Festival and Selby Food Festival. Small Business Saturday and Shop Local initiatives planned for Christmas 2017.</p>

Project Theme	Towns Regeneration
Project	Sherburn All-Weather Pitch
Lead Officer	Angela Crossland
Summary	Development of an all-weather sports pitch at Sherburn High School to improve community sports facilities
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	200,000
Project Spend to July 2017 (£)	190,000
Progress	Project completed. Awaiting completion certificate then final grant award will be given.

Project Theme	Tourism and Culture
Project	Healthy Living Concepts Fund
Lead Officer	Angela Crossland
Summary	A fund to support the initial development of health focused projects to a 'proof of concept' stage which supports longer-term investment in the projects
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	50,213
Project Spend to July 2017 (£)	3,000
Progress	<p>Holiday clubs commenced summer 2017 with a focus on engaging parents to design adult activity and nutrition sessions as part of the programme. Selby Big Local looking to fund the programme once outcomes from this programme are gathered.</p> <p>Further spend on the fund will be outlined through a multi-agency health action plan to be completed by end of 2017.</p>

Project Theme	Tourism and Culture
Project	Visitor Economy
Lead Officer	Angela Crossland
Summary	The production of a Visitor Strategy, Action Plan and an Events Programme to support key events including the Tour de Yorkshire
Additional Comments	Projects flowing from the action plans will be subject to individual business case. £120k has already been allocated to the TdY for 2017
Brief Developed	Completed & Agreed
Budget (£)	270,000
Project Spend to July 2017 (£)	146,000
Progress	<p>Final spend on P4G fund for TdY of £134k.</p> <p>Sherburn Festival Grant agreement in place £20k.</p> <p>Project Brief to produce Visitor Economy Strategy and Action Plan completed and awaiting proposal for delivery. Anticipate project initiation beginning Sept 17.</p> <p>Early events programmes developing outside of P4G fund. Available on SDC website and promoted through social media. Impressions analysis available.</p>

Project Theme	Housing
Project	Empty Homes
Lead Officer	June Rothwell / Simon Parkinson
Summary	Building the Council's empty property service in order to bring empty properties back into occupation
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	115,474
Project Spend to July 2017 (£)	0
Progress	<p>In May it was agreed to adopt the York and North Yorkshire Empty Homes Strategy 2017-2020 and we are currently working to create a local Action Plan for Selby District. A working group has been set up to help develop the action plan and membership of the group includes representation from the Executive. This group has worked to agree a number of key principles in relation to how we target empty homes; the support we will offer owners of empty properties, and what enforcement action we will consider.</p> <p>Whilst this work is on-going and whilst we continue to finalise the action plan our Empty Homes Officer is visiting all empty properties to undertake an assessment of the type of property and the condition of the property. This will enable us to target support and enforcement action accordingly.</p> <p>The Empty Homes Officer is a new role that was created during the recent restructure to drive forward the work on empty homes.</p> <p>Once we have finalised the action plan proposals, they will be presented to the Executive for approval.</p>

Project Theme	Housing
Project	'Stepping-up' Housing Review
Lead Officer	James Cokeham
Summary	A strategic review of housing delivery
Additional Comments	This review would set the strategic direction and facilitate delivery of a wider housing delivery programme (including but not limited to) direct delivery by SDC (and/or an alternative delivery vehicle) using funding from s106 commuted sums, capital receipts, HCA funding and potentially borrowing
Brief Developed	Drafting
Budget (£)	50,000
Project Spend to July 2017 (£)	0
Progress	<p>Project discussed with Local Partnerships, brief developed and draft proposal submitted.</p> <p>Agreed with Portfolio Holder to place project on hold until appointment of a new Housing & Regeneration team later in the year.</p>

Project Theme	Housing
Project	Olympia Park
Lead Officer	Dave Caulfield / James Cokeham
Summary	The project is to carry out essential work (ground conditions/delivery models/viability etc.) to support a public sector delivery role for housing and employment on Olympia Park
Additional Comments	The budget allocated would enable SDC to work in partnership with NYCC and HCA to deliver a public sector proposal for housing and employment on Olympia Park – linked to the ‘Stepping-up’ housing delivery review and subject to the ultimate business case, a proposal for the Council to invest in the project may be developed
Brief Developed	To be initiated (linked to separate Executive steer/decision)
Budget (£)	200,000
Project Spend to July 2017 (£)	0
Progress	Due diligence work on deliverability of the original site masterplan is due to conclude in early August. This work will be presented to the Executive, with a new approach to the site outlined. If this is supported, this project will fund feasibility and preparation of a significant bid to the Homes & Communities Agency through the Housing Infrastructure Fund.

Project Theme	Housing
Project	Selby District Housing Trust
Lead Officer	Julie Slatter / James Cokeham
Summary	Work to support the housing development programme for SDHT to provide affordable rental property in the district.
Additional Comments	n/a
Brief Developed	To be initiated (linked to finalisation of Housing Development Programme)
Budget (£)	30,000
Project Spend to July 2017 (£)	0
Progress	<p>This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure.</p> <p>The scale of ambition in the emerging Housing Development Programme will clarify the resource implications for SDHT and the use of this recurring annual budget.</p>

Project Theme	Infrastructure
Project	Strategic Sites Masterplanning
Lead Officer	James Cokeham
Summary	Strategic Sites Masterplanning e.g. Kellingley, Gascoigne Wood, Sherburn Enterprise Park etc.
Additional Comments	Potential projects flowing from the masterplanning work will be subject to individual business case and may involve some direct delivery by the Council and/or facilitating delivery by or in partnership with others
Brief Developed	Drafting
Budget (£)	336,382
Project Spend to July 2017 (£)	60,800
Progress	<p>Masterplanning work on strategic sites is underway, including Olympia Park Due Diligence Reports.</p> <p>Likely projects will include strategic infrastructure response to Sherburn Employment sites.</p>

Project Theme	Infrastructure
Project	Access to Employment
Lead Officer	James Cokeham
Summary	To pilot a scheme to connect people to work opportunities with potential for this to be targeted toward our most deprived wards
Additional Comments	n/a
Brief Developed	To be initiated
Budget (£)	100,00
Project Spend to July 2017 (£)	0
Progress	<p>Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2.</p> <p>A Business Forum will be established by the Council's new Senior Inward Investment Officer to fully understand the scope of the issue - this project will then fund a response (along with, it is envisaged, private sector contributions).</p>

Project Theme	Infrastructure
Project	Green Energy
Lead Officer	James Cokeham
Summary	Planning application and grid connection for a land based scheme at Burn Airfield
Additional Comments	The project builds on the feasibility work done by APSE Energy and would involve securing the grid connection for a scheme on Burn Airfield to enable the project to be 'oven ready' when grid parity is reached
Brief Developed	To be initiated
Budget (£)	50,000
Project Spend to July 2017 (£)	0
Progress	This project will be developed in more detail following recent recruitment in the Economic Development team and Head of Finance's attendance at an APSE demonstration event in Swindon (18/07/17).

Project Theme	Business
Project	Marketing Selby's USP
Lead Officer	Mike James
Summary	<p>To create a library of material that tells a positive story of business in the district, through a series of case studies that can be used to support a wide range of communications.</p> <p>To maximise the audience reach of these stories by building a range of 'advocates' to help push out our material.</p>
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	57,914
Project Spend to July 2017 (£)	27,585
Progress	<p>First priority has been to create the series of 'case studies' that tell the story of the district. These are based on the issues businesses themselves have said are reasons for their success in the district, as well as data gathered as part of the development of the new Economic Development Framework. We have 20 case studies in the initial batch, in which we focus on an existing business in the district and link this back to a specific business or quality of life issue on our list of 'key messages'.</p> <p>Feedback from business is that this will work best if the material sits within an independent place brand, rather than this just being linked back to the brand of the Council: this is about branding the place, rather than branding a single organisation. Creating a brand concept has, therefore, become part of the overall project. We're working on the concept of branding the area as being 'at the heart of Yorkshire', as this helps to tell the story of our connectivity (a key business attribute) as well as helping to create an emotional connection: if we're to influence perceptions then we need to develop this type of emotional connection.</p>

Project Theme	Business
Project	Growing Enterprise & SME Growth Advisor
Lead Officer	James Cokeham
Summary	Continuation of existing project
Additional Comments	n/a
Brief Developed	Drafting
Budget (£)	140,373
Project Spend to July 2017 (£)	55,373
Progress	<p>Match funding contributions paid to EU Leeds City Region business support programmes - AD:Venture & Digital Enterprise.</p> <p>This project will fund small business support activity. A brief is being developed, in close consultation with the portfolio holder, by the Council's newly appointed Senior Business Advisor which will set out the scope of the project in detail.</p> <p>The project is also seeking to develop income streams from support provision, which may mean that delivery from this project can extend into the next financial year.</p>

Project Theme	Business
Project	Business Space and Accommodation review
Lead Officer	James Cokeham
Summary	To review the existing and potential future business space needs for key economic sectors identified in the Economic Development Framework. It will include reviewing the potential in our town centres to support young enterprise through dedicated workspace provision
Additional Comments	n/a
Brief Developed	Drafting
Budget (£)	30,000
Project Spend to July 2017 (£)	0
Progress	Project brief in development by Senior Inward Investment Officer and procurement options being discussed with the Procurement & Contracts Team. Completed project expected by February 2018.

Project Theme	Business
Project	Church Fenton Studios enabling
Lead Officer	Dave Caulfield / James Cokeham
Summary	Expansion into major film production centre, building on the success of Victoria and wider interest
Additional Comments	The project is match funded with LEP investment
Brief Developed	To be initiated (linked to wider discussions)
Budget (£)	300,000
Project Spend to July 2017 (£)	0
Progress	Liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified, but we are hopeful of development in late summer.

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Selby District Council

REPORT

Reference: E/17/20

Item 6 - Public



To:	Executive
Date:	7 September 2017
Status:	Non key decision
Report Published:	30 August 2017
Author:	Mike James, Communications and Marketing Manager
Executive Member:	Cllr Mark Crane, Leader of the Council
Lead Officer:	Julie Slatter, Director of Corporate Services and Commissioning

Title: Annual Report 2016/17

Summary:

The annual report is a key way in which we tell the story of progress against our Corporate Plan priorities. It includes details of the actions we've taken to make the district a great place to do business, a great place to enjoy life and a great place to make a difference, supported by the Council delivering great value. Also included within the report is key performance data showing the impact of these actions.

This year's report will form part of a range of material to support the forthcoming LGA Peer Challenge. It also reflects our wider place branding work and includes elements of our narrative for the district as a great place to do business and a great place to enjoy life. It should, therefore, be seen in the context of a wide range of communication material that tells the story of the Council and the place we serve.

Recommendation:

- i. **To approve the Annual Report 2016/17 for publication.**

Reasons for recommendation

The Executive is asked to approve the Annual Report for publication to enable us to use the material to tell of the story of our Council and our place.

1. Introduction and background

- 1.1 Each summer we publish an Annual Report as part of our commitment to give people easy access to information about their Council and its work. This year's report is being published a little later than usual, in September, to enable the material to directly support the forthcoming LGA Peer Challenge.
- 1.2 The Annual Report summarises our work to support our big ambitions, as set out in our Corporate Plan 2015-20. This includes the performance data we use to measure progress in each of these areas.

2. The Report

- 2.1 The Annual Report covers the period between 1 April 2016 and 31 March 2017. This means events and activities that have taken place outside of this period are not covered in detail. This includes, for example, Tadcaster hosting a start of the 2017 Tour de Yorkshire race, which will be covered in full in next year's report.
- 2.2 Alongside a review of progress in our priority areas, we also use the report as an opportunity to highlight other significant work and key relationships, where these have an impact on what we do and how we do it. There is also an overview of our decision-making, political and staff structures.
- 2.3 A financial summary for the year is included in the report, as are details of councillors' allowances.
- 2.4 This year's report should be seen in the context of a range of material produced to tell the story of the Council and our district. It will form part of the material produced to support the forthcoming LGA Peer Challenge. It also supports our 'place branding' work, which is designed to raise the profile of the district as a great place to do business and a great place to enjoy life.
- 2.5 The Annual Report will be distributed primarily electronically to a range of contacts, supported by a small print run. In previous years we've tried various innovative ways of presenting and distributing the report, including through short animations and shorter leaflet versions. The impact of doing this on the overall audience reach has, however, been minimal, especially bearing in mind the investment required. The proposed approach for this year is, therefore, to create a single baseline document which is of use and interest to councillors, staff, key partners and stakeholders. We will then continue to present key messages from the Annual Report in different formats, using different channels, to reach different audiences as effectively as possible.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 There are no legal issues associated with the report.

Financial Issues

- 3.2 There are no financial issues associated with the report. The publication does, however, enable us to publish a financial overview of the year, which supports wider engagement about how we spend public money to support our community.

- 3.3 To maximise the audience reach of the information included within the report we'll use the material to support communications across a variety of different channels. This will include printed material, online and social media.

4. Conclusion

- 4.1 Our Annual Report is a key reference point during the year to help us tell the story of our Council and our place. In particular, it summarises our progress in delivering our big ambitions to make the district a great place to do business, a great place to enjoy life and a great place to make a difference, supported by the Council delivering great value.
- 4.2 The material created as part of the Annual Report will be used across different channels of communication to help tell this story. For example, the year's report will be part of a suite of documents used to support the forthcoming LGA Peer Challenge.


5. Background Documents

Corporate Plan 2015-20

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Appendices

Appendix A: Annual Report 2016/17 – DRAFT



Selby District Council
Annual Report
2016/17



1. We are Selby District Council

We deliver a range of core public services to around 82,000 people and a wide range of large and small businesses in our area. These include statutory services such as planning and development control, environmental services such as street cleaning, waste collections and environmental health, housing support services and the administration of benefits. We also choose to deliver some services that are not statutory, because we believe they have a wider benefit for our area, such as leisure services and supporting economic development and regeneration.

Alongside these day-to-day services, we also invest in doing things that support a number of big ambitions for our district. We want to make the Selby district **a great place to do business, a great place to enjoy life and a great place to make a difference**, supported by the Council **delivering great value**. We deliver a range of activities that directly support these goals including, for example, targeted business support services.

At the heart of Yorkshire, our area has huge potential and offers much to businesses and people living and working here.

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2. This is the Selby District - at the heart of Yorkshire

A great place to do business because...



We're right at the heart of Yorkshire. We're in the centre of the economic hubs of Leeds, Sheffield, York and Hull. This means our companies benefit from great connections to these areas, but without the disadvantages of higher costs associated with major urban centres. We also benefit from being supported by two different Local Enterprise Partnerships, which means businesses here have access to a greater range of funding and support.

We've got great road and rail connections to the rest of the UK and our companies benefit from these fantastic transport links. We're also in easy reach of five international airports. This means our businesses can attract staff from a wide area, and companies can distribute goods and services easily from a base with our district.



We've got big plans for opening up brand new business space. It's more affordable here than our neighbouring areas too, which means companies get more for their money. Big developments in the pipeline include Sherburn2 and the redevelopment of Kellingley Colliery. Both will offer brand new space for existing companies to grow and new companies to invest in our district.

We've got a proven entrepreneurial spirit. We've got a greater percentage of small businesses compared to neighbouring areas. This gives us a fantastic opportunity to support these to grow, bringing new jobs and opportunities and supporting sectors in which small companies thrive, such as creative industries. It means our employment sector can be more flexible to meet the demands of a changing world; particularly important in a post-Brexit world.



We've got a really well-qualified local workforce. A third of people here are educated to degree level, which is on a par with the national average. This matters because it means companies can recruit the skills they need within the local area, helping them to expand and grow.

We've got the highest predicted population growth in North Yorkshire, which means a growing local workforce to support companies who are investing in new jobs. For local retailers and service industries, it means a growing base of potential customers in the area.

People living in our area have more disposable income compared to neighbouring areas. This is because house prices are generally lower, and the income of our skilled workforce is generally

high. This helps our businesses because their local customers have more money to spend.

A great place to enjoy life because...



We've got a fantastic mix of vibrant market towns and picturesque villages, all set within rolling countryside. Our area encapsulates England's traditional green and pleasant land, but supported by 21st century connectivity and opportunities.

Our house prices are lower than neighbouring metropolitan areas. People get more for their money here in the district. Our housing stock is also of great quality, offering something for everyone. This matters because it means we can attract families, which helps to grow our local workforce and our overall population to support local retailers, services and industries.



We're one of the safest parts of one of the safest counties in England. This means we're a great place for families to grow and people to stay for the long-term. People feel safe and secure, which means we can attract the best talent to support businesses based in this area. It also helps to foster a great community spirit which can be found in both our villages and market towns.

Our families benefit from a top quality education sector. We're home to one of the country's leading further education colleges – ranked second overall in England. Our primary schools consistently perform well, and we have a great quality independent school sector.

We've got great access to leisure. Our area benefits from unspoilt countryside – ideal country for walking and cycling. Within an easy day's reach we have three different national parks, alongside the Yorkshire Wolds and the world-renowned Yorkshire coast.



We want to build on these things to deliver our ambitions to make the district a great place.

3. Our big ambitions

Our ambitions are designed to maximise the value of the things that make our area **a great place to do business, a great place to enjoy life and a great place to make a difference**, supported by the Council **delivering great value**.

We've got an over-arching Corporate Plan, which sets the direction of everything we do. We agreed this plan in 2015 and it runs until 2020. Here's what's in our plan.

Making the Selby district a great place to do business

- Secure new investment in the district
- Improve employment opportunities
- Improve access to training and skills for work
- Help Selby, Tadcaster and Sherburn-in-Elmet reach their potential

Making the Selby district a great place to enjoy life

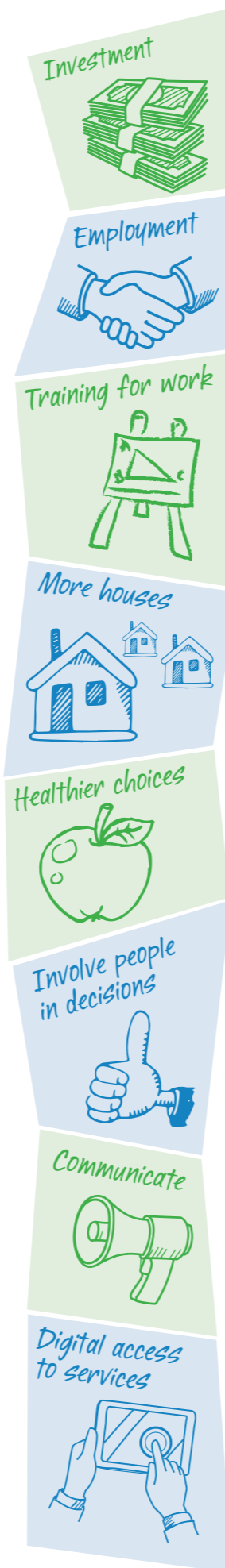
- Improve the supply of housing
- Improve healthy life choices

Making the Selby district a great place to make a difference

- Empower and involve people in decisions about their area and services
- Enable people to get involved, volunteer and contribute to delivering services locally
- Facilitate people to access and use alternative service delivery channels

Supported by the Council delivering great value

- Work with others to develop the way in which services are delivered
- Commission those best placed to deliver services on our behalf
- Make 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
- Help people access services digitally



4. Our priority work during 2016/17

Here are the things we've done during the year to support our big ambitions and, importantly, the impact this work has had.

Making the district a great place to do business

Secure new investment in the district

- We've been working alongside the developers of the major Sherburn2 site, with work starting during the year on this major new commercial development.
- Working with Harworth Estates, we helped to develop proposals for major new investment at the former Kellingley Colliery site, which could bring nearly 3,000 new jobs to the district. This received planning permission in April 2017.
- We've been working with Rigid Paper and masterplanners Urbed to develop exciting new plans for homes and commercial development on their former paper mill site.
- During the year we've been working alongside Eggborough Power Station to secure consent for a brand new gas fired power station.
- There's been a £10m investment during the year at the British Gypsum plant near Sherburn in Elmet.
- We completed the draft of our Economic Development Strategy that will set the overall direction and context for how we'll support business growth. A consultation on this took place during autumn 2016, and it's due to be finalised in 2017/18.
- We used the Council's channels of communication to promote tourism events in the district, helping to increase awareness to support our businesses.

Improve employment opportunities

- The employment rate in the district continues to rise; with 2,000 more people in work in March 2017 compared to a year earlier.
- We ran a successful summer paid internship programme at the Council, giving a range of opportunities to young people.
- Throughout the year we've seen reductions in the number of claimants for out of work benefits.



We've been supporting major new investment in the district, including at the new Sherburn2 development



We've been promoting tourism events and activities in the district to help local business.

Improve access to training and skills for work

- Selby College was identified as the highest performing in Yorkshire – joint second highest performing nationally – in a survey carried by FE Week.
- The College has been able to extend its engineering and constructions skills offer, having secured new funding during the year. During the year the College worked with the Leeds City Region LEP on a £1.4m project to redesign facilities to support construction trades training.
- We negotiated a major Employer Training Agreement as part of the planning application to redevelop the Kellingley Colliery site, which will provide significant opportunities for people living in our area.



We worked with people in Sherburn to celebrate the 2016 Tour de Yorkshire coming through our area on two of its three race days.



We supported Tadcaster in the aftermath of significant flooding in 2015, which culminated with the re-opening of the town's main road bridge in early 2017.

Help Selby, Tadcaster and Sherburn in Elmet to reach their potential

- Throughout the year we've supported communication campaigns to help raise the profile of Tadcaster, following significant flooding at the end of 2015.
- The 2016 Tour de Yorkshire passed through our district on two of its three race days, including through Tadcaster and Sherburn: we worked with communities on the route to make the most of this opportunity to bring people into the area.
- In autumn 2016, Tadcaster was confirmed as one of the host towns for the 2017 Tour de Yorkshire race; and we worked throughout the spring to maximise media coverage of the town in the lead-up to the race.
- We supported a communications campaign around the re-opening of Tadcaster bridge, with celebration events led by the community.
- We delivered a Royal visit to Tadcaster in March 2017, with the Duke of York returning to the town to see continuing efforts to recover from the 2015 flooding.
- We pledged £20,000 to support the inaugural Sherburn Craft and Food Festival, which promises to be a major event for the area.
- We set up a new partnership with Historic England to support sustainable development in our market towns, helping to protect and enhance the character of these towns.
- We re-built the Harold Mills Community Centre in Sherburn following a fire, to a specification set by residents themselves.
- We developed the outline of a new car park strategy, and consulted on this during the year. This is due to be considered for implementation in 2017/18.

What's the impact?

Making the district a great place to do business

What are we measuring?	What was the figure at the end of the year?	What was the figure at the end of the previous year?	What does this mean?
% of working age population in employment	84%	80%	At the end of March 2017 there were over 2,000 more people in employment in the district compared to a year previously. Employment rates are 12% higher than the regional average, and this gap has widened during the year indicating a strong local economy.
% of working age population claiming job seekers' allowance	0.9%	1.2%	This is 157 fewer people compared to the same time a year before. The district remains below regional and national averages.
% of working age population receiving all main 'out of work' benefits	5.7%	6.1%	This is 220 fewer people compared to the same time a year before.
% of working age population qualified to Level 4+	31%	34.8%	This is based on data from December 2016 – the latest annual data available. This shows a fall in the level of qualifications within the local workforce, which is why we continue to take proactive steps to increase education and training opportunities in the district.
% of working age population with no qualifications	8.9%	8.2%	As above, this data is an annual measure taken in December 2016. This shows an increase in the proportion of the population with no qualifications. Again, this is why we are focusing resources on supporting new training and education opportunities.

Making the district a great place to enjoy life

Improve the supply of housing

- 560 additional homes were completed in 2016/17, which significantly exceeded our target and helps to ensure we have a good supply of housing to meet local needs.
- We built the first new council homes in the district for 25 years at Byram and we started work on a further two developments of Council properties at Eggborough during the year.
- Throughout the year we've been working with the Selby & District Housing Trust to bring forward for development a site at Riccall. This follows the successful completion of award-winning homes at Tadcaster during the previous year.
- We improved the rate at which we re-let Council-owned homes. During the year 255 properties were let in an average of 23 days; compared to 244 let in 24 days during the previous year. The performance of our repairs service for Council homes was also strong.
- We were chosen as a pilot area for the Government's new Brownfield Register, which helps to identify previously used land for new development, supporting sustainable long-term development.
- We set up a new partnership with City of York Council and a private estate agent to bring empty properties back into use.
- We commissioned support to help deliver on two key strategic housing developments in the area, at the former Rigid Paper site in Selby and Olympia Park at Barlby. This work is expected to come to fruition in 2017/18.



We've exceeded targets for the number of new homes built in the district during the year.



We've improved the time taken to re-let Council-owned homes, helping to get them back onto the market quickly.



A major new investment to deliver the brand new Summit Indoor Adventure, which opened during the year.



During the year we bid for Tadcaster to be a host town for the 2017 Tour de Yorkshire, with confirmation in autumn 2016.



We worked with the County Council to develop new Pathways to Health walking routes.



We've seen increases in visitor numbers to Selby Leisure Centre.

Improve healthy life choices

- We opened the brand new £5.7m Summit Indoor Adventure in May 2016, with a range of activities under one roof including a BMX track, aerial trek, bowling, climbing, adventure play and the only ski simulator of its kind outside London.
- We bid for Tadcaster to be one of the host towns for the 2017 Tour de Yorkshire, and this was confirmed in autumn 2016.
- We supported a number of high profile sporting events in the district during the year, including the 2016 Tour de Yorkshire, the Selby and Tadcaster sportive rides and the Selby half marathon.
- In April 2016 we launched the Selby Bike Hub at Selby Park, with the aim of encouraging and supporting cycling the district. We are also changing old bylaws in Selby Park to allow cycling.
- Access for those with lower mobility has been improved at Barlow Common and Hambleton Hough.
- We worked with the County Council to develop new Pathways to Health walking routes for Selby, which were launched during the year.
- We developed and ran a series of mental health conferences during the year, with the aim of bringing together organisations that offer mental health support in the district to improve partnership working.
- Our leisure services partner, Inspiring health lifestyles, secured private sector funding to make improvements to Selby Park.
- A post-Christmas promotional campaign helped visitors to Selby Leisure Centre exceed quarterly targets, with footfall significantly better than the same period the previous year.

What's the impact?

Making the district a great place to enjoy life

What are we measuring?	What was the figure at the end of the year?	What was the figure at the end of the previous year?	What does this mean?
Increase in Council Tax base	37,710	30,254	During the year there has been an increase of 569 new dwellings, which increased the base by 457 after taking into account discounts and exemptions.
Number of additional homes provided in the district	562	439	The target of 450 new homes a year has been significantly exceeded, and numbers are up on the previous year: this helps to provide the range of properties people want and need.
Number of affordable homes provided in the district	125	n/a	New affordable homes have been provided at the large sites allocated for housing at Sherburn, Selby and Eggborough. The total number includes sites secured through Section 106 agreements as well as Council and Housing Trust new build properties.
Average time taken to re-let Council homes	20.9 days	23.4 days	Overall performance during the year has improved compared to the previous year: doing this well helps to bring much-needed homes back onto the market quickly.
Average time taken to re-let sheltered housing	25 days	24.5 days	This is comparable to the time taken during the previous year, but we have dealt with an increase in the number of properties overall indicating an improvement in terms of how we've used our resources.
% of repairs to Council-owned homes agreed within timescales	99.17%	98.83%	Our timescale is for urgent repairs to be carried out within 5 working days and non-urgent repairs are carried out within 25 working days. Our performance in this area has been maintained, despite an increase in the total number of repairs from 6,160 the previous year to 6,366 in 2016/17.
The number of empty homes brought back into habitable use	2	0	During the year we put in place new resources to be able to deal with the issue of empty homes; this will help us to maximise the opportunities for doing this.
Number of missed bins per 1,000 collections	0.33	0.29	We make around 77,000 collections per month. Although this figure has slightly increased, it equates to just 78 missed bins out of 231,000 collections.

What are we measuring?	What was the figure at the end of the year?	What was the figure at the end of the previous year?	What does this mean?
% of relevant land and highways assessed as being within the standards set out in our street scene contract	98%	97%	Our regular assessments help us to manage our street scene contract but also identify any localised issues that need to be dealt with.
Number of visits to our leisure centres	105,322	97,216	Marketing campaigns have helped to increase footfall into leisure centres.
Number of 'Lifestyle' members as a % of the population	18.47%	14%	This is the membership scheme for our leisure services. The increase has been supported by marketing of the service.
% of active Lifestyle members participating in 1 or more activity sessions per week	49.13%	45.20%	We look at this measure as a way of translating overall membership into actual activity
% of adults achieving at least 150 minutes of physical activity per week	60.1%	60.4%	The rate has remained constant over the past two years. The Council continues to actively promote local sporting activities such as the annual Three Swans Sportive bike ride.
% of children defined as obese at Year 6	17.6%	17.4%	Our leisure services have been working as part of a County Council scheme to support businesses selling food and drink to offer healthier options.
Number of GP referrals to our leisure services	336	261	Throughout the year we've been working with GPs to deliver targeted support for patients who benefit from activity sessions. This has been delivered through the Move it and Lose it scheme. We aimed to maximise the number of people using the scheme.

Making the district a great place to make a difference

Empowering and involving people in decisions about their area and services

- We worked with a range of organisations to develop a new Community Navigators scheme for the district, helping people to access services and support they need.
- During the year we worked with Sherburn Community Trust to support their ambitions for developing the former Girls' School site and Sherburn library as community resources.
- We teamed up with Selby College Students' Union to create a new Youth Wellbeing fund to help students dealing with financial or emotional issues.
- We worked closely with people living in Sherburn to ensure the newly re-opened Harold Mills Community Centre meets their needs.
- We supported funding for a new all-weather pitch at Sherburn in Elmet

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

- Community Navigators dealt with 1,280 enquiries in their first six months; 28% more than anticipated. Customer satisfaction with the service during the year stood at 99%; 97% of users reporting improvement or benefit after using the service.
- We worked with the County Council and others to develop new management teams - led by members of the community - and Sherburn and Tadcaster libraries were successfully transferred to these teams in March 2017.
- We developed and launched a year-long *Don't be a Waster* project, which aims to tackle key environmental issues we know are important to our residents. During its first month, litter in Selby town centre reduced by nearly 40%.
- We actively supported volunteering opportunities linked to big events in the district, including the Tour de Yorkshire, Selby Sportive and community property marking.



In partnership with the County Council and community groups, we launched brand new Community Navigators.



We worked with the local community to make sure the newly re-built Harold Mills Centre at Sherburn meets their needs.



We've been supporting the County Council to develop new community management teams for libraries, including here at Sherburn.

Facilitating people to access and use alternative service delivery methods

- We supported the County Council-funded Digital Neighbour scheme which started in September; this has helped to give 'hard to reach' people support and access to online services.
- New computer tablet devices were ordered during the year for community hubs; once in place these will help residents to get online.

What's the impact?

We're developing our measures for how we'll assess progress in this area.

Supported by a Council delivering great value

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

- We've been working closely with the Police to support their move in the Council's civic centre, which will have both financial and service benefits for both organisations: the move due to take place in 2017/18.
- Continuing our Better Together partnership with North Yorkshire County Council to integrate some of our work to deliver savings and a better customer experience. See page 23 for more.



Working to bring the Police to the civic centre will have financial benefits for both organisations, as well as improving the way we work together.

Commissioning those best placed to deliver services on our behalf

- We agreed to extend our environmental services contract with Amey Plc for a further seven years from 1 April 2017, helping us to deliver high quality services at value for money.
- We procured a new housing management system during the year, to support the delivery of our housing services in the long-term.



We know street cleaning is really important to people living in our area and to our businesses too.

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

- We supported a programme of proactive communications and marketing which focused on raising the profile of Tadcaster; this included work to raise the profile of local businesses, the re-opening of Tadcaster bridge and the town's involvement in both the 2016 and 2017 Tour de Yorkshire races.
- Our *Don't be a Waster* campaign has supported greater community involvement and understanding of key environmental issues such as litter and fly tipping.
- We received a national award for our communications to support a multi-agency response to a major fire near Selby.



We used our communication resources to help deliver a grand re-opening for Tadcaster's main bridge, which had partially collapsed during the flooding of Christmas 2015.



2,000 more people in work

The employment rate in the district continues to rise; with 2,000 more people in work in March 2017 compared to a year earlier.

99% Community Navigator satisfaction

Community Navigators dealt with 1,280 enquiries in their first six months; 28% more than anticipated. Customer satisfaction with the service during the year stood at 99%; 97% of users reporting improvement or benefit after using the service.



Our Don't be a Waster campaign has supported greater

community involvement and understanding of key environmental issues such as litter and fly tipping.



560 homes



560 additional homes were completed in 2016/17, which significantly exceeded our target and helps to ensure we have a good supply of housing to meet local needs.

£5.7m



We opened the brand new £5.7m Summit Indoor Adventure in May 2016, with a range of activities under one roof including a BMX track, aerial trek, bowling, climbing, adventure play and the only ski simulator of its kind outside London.

We received a national award

for our communications to support a multi-agency response to a major fire near Selby.



What's the impact?

A Council delivering great value

What are we measuring?	What was the figure at the end of the year?	What was the figure at the end of the previous year?	What does this mean?
% of Council Tax debt recovered	97.91%	97.87%	We finished the year 0.01% ahead of our target, which equivalent to almost £7k more of the total Council Tax debt recovered.
% of Council rent debt recovered	98.2%	98.02%	Collection rates have improved during the year, and the arrears at the end of the year are £15k lower than the end of the previous year, demonstrating the impact of support delivered during the year to help families deal with the issue.
% of non-domestic rate debt recovered	98.2%	98.99%	We were short of the target by 0.35%, which is the equivalent of £154k.
% of sundry debt recovered	92.5%	92.23%	Invoices totally £3.85m have been raised, and 92.5% has been collected.
Amount of planned savings achieved	£582k	n/a	We set ourselves a target of £633k savings during the year, so although the final figure is below this we have still achieved significant efficiencies during the year.
Average time taken to process Housing Benefit new claims and changes to claims	5.55 days	4.65 days	We aim to process these changes as quickly as possible, but we have seen a slight increase in the time taken to do so during the year.
% of major planning applications processed with 13 weeks	71.74%	64.29%	We've put in place a number of measures and additional resource to support the way in which we deal with major planning applications which can support sustainable growth. This has resulted in a significant improvement.
% of minor planning applications processed with 8 weeks	67.7%	43.37%	As above: additional resources and new ways of managing applications have resulted in significant improvements.
% of 'other' planning applications processed in 8 weeks	93.4%	78.64%	As above.

What are we measuring?	What was the figure at the end of the year?	What was the figure at the end of the previous year?	What does this mean?
% of major planning applications presented to Planning Committee within time	60.87%	93.1%	In response to a dip in performance, new approaches have been put in place to focus resources in the most effective ways. These changes have had a positive impact on performance during the second half of the year, which has been steadily improving. These improvements are expected to continue into the next financial year.
Total number of stage 1 complaints received	74	68	We aim to minimise the number received, but we have seen a slight increase during the year compared to the previous 12 months.
% of stage 1 complaints responded to within 20 days	81%	90%	In response to us not meeting our target on this, we put in place a new approach to dealing with complaints: following this, the final months of the year have seen improved performance.
% of complaints upheld	29.5%	n/a	Of the 74 complaints received, 22 were upheld as either justified or partly justified.
Average wait time before a customer is seen in person at the customer contact centre	6.35 mins	7.10 mins	The number of people coming into the customer contact centre has remained fairly static over the past 2 years: 21,325 visits during the year; this is 348 more than the previous year.
Average wait time before a customer phone call is answered by an advisor	1.27 mins	1.32 mins	This continues the improvement trend over the past few years, with calls answered over 30 seconds quicker this year compared to 2014/15.
Health and safety: number of accidents	10	12	Two of these accidents were classed as reportable. The HSE were satisfied with the submitted reports and requested no further information.
Average days sick leave for staff	8.09 days	6.02 days	In response to this increase we have put in place new ways of managing sickness and extra support for managers. Our sickness level is being driven by long-term absences, which have a disproportionate impact on the figure for a small council such as ours.

5. Delivering core services to our community

Alongside our work to deliver on our big ambitions, we also deliver a range of core public services. Here are some of the headlines from 2016/17.

- Out of 231,000 bin collections, we missed just 78.
- We've increased the number of people visiting our leisure centres and more of our members are more active.
- Over 99% of the repairs to our properties were carried out in the time we promised our customers.
- We've collected more Council Tax and rent debt, helping to keep down costs for all taxpayers.
- We've significantly improved the time taken to deal with all different types of planning applications, supporting new housing and business growth.
- The number of new homes built has exceeded our targets for the year, which means we've been better able to meet the needs of people living in our area.
- We've been quicker at dealing with our customers' questions, both on the phone and in person, and we've continued to develop our online services.



Award winning council

The Selby District Council team that deals with land searches has scooped a national award for providing the 'most improved land information service' in the country.



The team has been awarded the top prize because of improvements to the Council's online system for land searches. This has made it easier for people to have access to accurate information. Land searches are an important part of the process of moving home, and are usually a requirement to secure a mortgage. Easy access to this information also supports developers too, which is an important part of the Council's work to ensure a good supply of new homes available in areas where they're most needed.

The award was presented to the team by Land Data, the official government-appointed organisation that manages and regulates the National Land Information Service contracts. The shortlist for the award was drawn up from over 240 entries and nominations from around the country across all categories.

Dealing with the unexpected

As a council we have responsibility to help protect the public during emergency situations, working alongside the emergency services and other key organisations as part of the North Yorkshire Local Resilience Forum.

In September 2016 we were faced with a major fire at a disused industrial site at Gateforth near Selby. Given our experience of dealing with a similar incident in the previous year we led the response alongside colleagues from North Yorkshire Fire and Rescue Service, working alongside others such as the Environment Agency.

We won a prestigious national award for our public communications to give people information and advice about the fire. The award focused on our innovative use of film and how we distributed material to the local community to maximise the reach of important safety messages.



Supporting the democratic process



The period between April 2016 and March 2017 was a busy period for our Democratic Services team. These are the people who run elections. We're in charge of delivering all types of elections in the area, not just those for our own organisation.

We hold and manage the electoral register for our area. Each autumn we review this list as part of what's known as the 'annual canvass'. To do this we contact every home in the district. Updating the register is a legal requirement for us.

In June 2016 we facilitated the EU referendum in the district. Alongside managing the electoral roll we have to run the election process. This includes the management and staffing of polling stations and the counting of votes. We also work closely with national organisations such as the Electoral Commission to raise awareness of the vote and to encourage registration and participation.

In May 2017 we facilitated the Local Elections on behalf of North Yorkshire County Council. A significant amount of work to support this poll took place during the 2016/17 financial year.

March 2017 also saw the announcement of the snap General Election, with work starting immediately to deliver this for June 2017.



231,000

Out of 231,000 bin collections, we missed just 78

99%

Over 99% of the repairs to our properties were carried out in the time we promised our customers



We've been quicker at dealing with our customers' questions, both on the phone and in person, and we've continued to develop our online services.



We've collected more Council Tax and rent debt, helping to keep down costs for all taxpayers.



We scooped a national award for providing the 'most improved national land information service' in the country.

We've increased the number of people visiting our leisure centres and more of our members are more active.



6. Working with others

We can maximise the value of what we do for our communities by working in close partnership with a range of other organisations. Working together gives us greater strength compared to working alone. Here are a few of the key partnerships that have had an impact on our work during 2016/17.

Better Together



We work together closely with North Yorkshire County Council as part of our joint Better Together programme. The aim is to pool resources to deliver some functions, and to improve the way in which services are delivered in our area. We're two different organisations, but we're working for the same residents in the Selby district.



The programme is split into a number of different themes. Here's a breakdown of the work in each during the year.

Support services

- Integrating the councils' finance functions – following a successful trial in 2015/16, which saved £108,000 across both councils, we put in place a shared service from 1 April 2016.
- Throughout the year the County Council has delivered IT support services to the District Council. This joint arrangement will save the District Council nearly £125,000 by 2020.
- The councils' legal services now operate under a single case management system. Buying into the County Council system is approximately £13,000 cheaper than the District Council investing in its own case management system. This joint arrangement has also enabled other developments to take place, including sharing of staff resources across both councils to cover maternity leave.
- During the year the two councils produced two editions of a joint residents' newspaper, helping to keep people informed about services delivered by both organisations.

Customer and community programme

- In August 2016 the two councils launched a new Community Navigators scheme. This supports volunteers to be able to help people access local services. The service is run by Selby DIAL and Age UK, under a commission from the two councils. Initial feedback on the service from those who've used it has been extremely positive.
- The two councils worked together to deliver a successful series of mental health conferences during the year, with the aim of improving working relationships between all the organisations that offer mental health support, to improve support services for residents.

Delivering affordable housing



During the year, work started on new developments of Council homes at Byram and Eggborough; both developments to be completed during 2017/18. These were the first new Council homes built by Selby District Council in 25 years, using funding for affordable homes secured from other housing developments in the district.

During the year we've also continued our work with the independent Selby & District Housing Trust to bring forward new sites for affordable home development, notably at Riccall.

Local Enterprise Partnerships

At the heart of Yorkshire, we benefit from being part of both the York, North Yorkshire and East Riding Local Enterprise Partnership and the Leeds City Region Local Enterprise Partnership. Both help to businesses to access funding and specialist support, and it's important that we work in close partnership with both as part of our own work to support business growth.

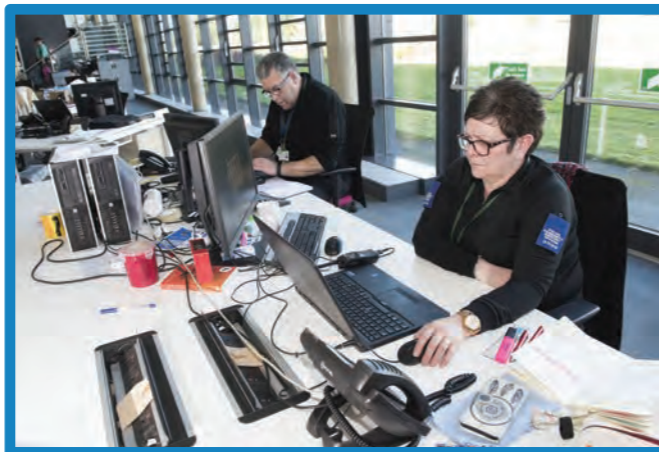
During the year we have been developing our new economic framework. This sets out our new approach to how we will use our position, funding and influence to make the area a great place to do business. In developing the strategy, we've been working with the LEPs to consider growth sectors identified as important for the region, and how we position our district as part of these regional growth plans.

Welcome to Yorkshire

Welcome to Yorkshire - the regional tourism organisation - has been an important partner to us during 2016/17. Welcome to Yorkshire run the Tour de Yorkshire race, alongside the organisation that manages the Tour de France. In May 2016 the race passed through the Selby district on two of its three race days. Cawood, Tadcaster, Sherburn and Monk Fryston were all included on the route.



In the early part of 2017 we worked closely with Welcome to Yorkshire to deliver the race stage start for Tadcaster - which took place in May of this year. This included a significant number of visits to and events in the town, including business support workshops, run jointly with Welcome to Yorkshire, and pre-race media events to raise the profile of the town.



Historic England



The chairman of Historic England visited the Selby district in March 2017 as part of a new partnership with the Council which aims to recognise and use the unique heritage of the area and its market towns to drive economic growth. This is part of our work to make the district a great place to do business and a great place to enjoy life.

Historic England is the organisation that champions and protects historic places, helping people understand, value and care for them. The District Council has teamed up with Historic England as part of its commitment to enhance its planning service and make the most of the district's historic assets and market towns.

Police co-location

During the year planning permission was granted for changes to the District Council's civic centre to accommodate North Yorkshire Police. The Police are due to move onto the Council's site during 2017/18. This partnership will deliver savings for the police, enabling them to invest more funding in front line services, and it also supports better joint working between the Council and Police. Some police officers started to work from the civic centre office during the year, as a pilot ahead of the main move.

Find out more in the next section about our Community Engagement Forums. These bring together a range of organisations to support the things that are most important to individual areas.

We work together closely with North Yorkshire County Council as part of our joint Better Together programme.

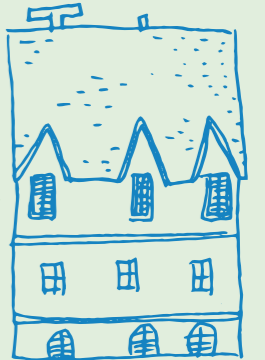


This joint arrangement will save the District Council nearly

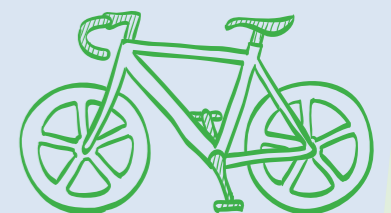
£125,000

on IT support services by 2020.

We've teamed up with Historic England as part of our commitment to enhance our planning service and make the most of the district's historic assets and market towns.



We worked closely with Welcome to Yorkshire to deliver the 2016 Tour de Yorkshire race and the 2017 stage start for Tadcaster.



7. Working with our communities

Supporting community events



Throughout the year we've continued to work alongside a range of other organisations and community groups to support Tadcaster, following the devastating flooding at the end of 2015. The town's main road bridge re-opened during the year and, alongside North Yorkshire County Council, we supported community celebrations to mark the event.

In March 2016 the town was visited once more by HRH The Duke of York, as a follow-up to a visit he made to the town in the immediate aftermath of the flooding. The Duke visited a number of businesses in the town centre and met with people from across the local area who had been part of the flood relief efforts. The District Council worked closely with the Police and Buckingham Palace officials to deliver a successful visit and, importantly, to use the visit to raise the profile of the town to support local businesses.

Getting people involved

In January 2017 we launched a year-long campaign called *Don't be a Waster*. This focuses on environmental issues. We know that these issues are really important to our residents. One of the over-riding aims of the campaign has been to get people more involved in keeping their own communities clean and tidy. An example of this was the *Bin it for Good* part of the campaign, which ran between January and March 2016. This used social media to encourage people to pick up one piece of litter in their own

area. During this period the amount of litter in Selby town centre reduced by nearly 40%, compared to the same period during the previous year.

The litter campaign also supported local charities. Working alongside Keep Britain Tidy, the litter thrown into bins was turned into funding for community and voluntary groups. This included a donation to MacMillan Cancer Support.



Community Engagement Forums

Community Engagement Forums (CEFs) are public meetings at which you can raise any concern or make any comment about your local area and the services you receive. The CEF meetings give you a chance to speak directly to the people who deliver your services, for example policing, street cleaning and road safety. There are five Forums covering the whole of the Selby district.

The CEFs are facilitated by Selby District Council, and each group includes the area's District Councillors, alongside representatives from the other organisations delivering services in that area.

Each CEF receives an annual budget that it can distribute to groups and organisations within its own area. The funding for the CEFs comes from the District Council, with the aim of supporting communities to make their own decisions about funding priorities for their own area.

There are two types of funding available via CEFs: grant funding and project funding. Each CEF has its own Community Development Plan, which

focuses on the priorities for that community. Only those projects or activities that support these priorities will be eligible for funding.

During 2016/17 the CEFs invested in their communities in lots of different ways. Here are just a few examples.

Southern Community Engagement Forum

- Funding to support the development of a new 'community hub' at Carlton-in-Snaith primary school: the money being invested in creating a space that can be used by lots of different people and groups in the area.
- Money to support repairs to Cridling Stubbs village hall, which has been in need of roof repairs: the Hall supports a number of local activities.

Central Area Community Engagement Forum

- Funding of around £2,000 to the Selby Young People's Co-operative to make improvements to the Cunliffe Centre in the Abbots Road area. This work includes clearing the site, adding new paving and creating new spaces for people to grow vegetables and flowers: this supports the long-term goals of the Forum to create a tidy environment and to support health and wellbeing.
- A grant to support a parish nursing scheme, subject to some conditions. This scheme helps to provide a range of medical and pastoral support, helping the Forum to meet its long-term ambition to improve health and wellbeing in the area.

Eastern Area Community Engagement Forum

- Funding agreed for Selby District Vision to work with local schools to raise awareness and understanding of eye health issues.
- Money to help raise awareness of the support offered by the Yorkshire Energy Doctor - a not-for-profit organisation that helps people get the best deal on their energy costs.
- Money to help Kelfield Village Institute improve its facilities to maintain a community resource that can be used for a range of different activities by people living in the area.

Tadcaster and Villages Engagement Forum

- Significant investment in developing the Visit Tadcaster brand online, to help promote the town and support local businesses.

Western Area Engagement Forum

- Funding for Monk Fryston and Hillam for a community cycling project, helping to support people to get active in their local community.

Working with tenants

We are the landlord for 3,060 homes in the district. During 2016/17 we've made some significant changes to the way in which we manage housing services to put our customers - the people who live in our homes - at the centre of decisions about their properties and their service.



As part of the staff changes put in place across the organisation during the year, we created a new role dedicated to getting more leaseholders and tenants involved in decisions. This will happen in a number of different ways, both through face-to-face meetings and through better use of online feedback such as using social media more effectively. Recruitment for this role happened in 2017/18. We also changed the way in which our front line community staff work, which means they're now able to devote more time and resources to supporting housing issues.

Each autumn we publish a separate annual report for our housing services and send this directly to all our tenants. Copies are also available on our website.

8. Our organisation

Thirty one councillors sit on Selby District Council. The Council has a Conservative majority. At the start of 2016/17 the Council comprised 22 Conservative, 8 Labour and 1 Independent. During the year one Conservative member resigned from the party to sit as an Independent, leaving the Conservatives with a majority of 11 at 31 March 2017.

The 31 councillors represent 19 wards across the district.

- 11 wards represented by a single councillor
- 5 wards represented by 2 councillors
- 3 wards represented by 3 councillors

Council Chairman



During 2016/17 **Cllr Stephanie Duckett** was the Chairman of Council. This is a largely ceremonial post for the Council. The Chairman steps back from day-to-day political activity to represent the district at civic events.

Full Council

Full Council sets the overall policies and budget each year. During 2016/17 the Council met on six occasions. This included meeting in February to set Council Tax rates for the following year, at which an increase of £5 on a Band D property (the average-sized home) was agreed.

Executive

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



Leader and Executive member with responsibility for external relations and partnerships,
Cllr Mark Crane



Deputy Leader and Executive member with responsibility for place shaping,
Cllr John Mackman



Executive member with responsibility for finance and resources,
Cllr Cliff Lunn



Executive member with responsibility for housing, leisure, health and culture,
Cllr Richard Musgrave



Executive member with responsibility for communities and economic development,
Cllr Chris Metcalfe

During the year the Executive met on eleven occasions.

Scrutiny Committees

Policy Review Committee contributes to new policy and reviews the effectiveness of existing policy. During the year the Committee met on seven occasions.

Scrutiny Committee looks at decisions made and monitors the overall performance of the Council. During the year is met on five occasions. **Audit Committee** monitors control procedures and risk management. During the year it met on four occasions.

Regulatory Committees

Under the Council's statutory planning powers, some decisions on planning applications are made by Council officers, whereas others must be made at **Planning Committee**. These tend to be larger applications or those with significant potential impact. During the year the Committee met on 14 occasions. Notable decisions include granting planning permission for significant redevelopment at the Kellingley Colliery site, which is set to deliver around 3,000 new jobs.

The Council's **Licensing Committee** met on eight occasions during the year to deal with granting of taxi and private hire licences.

Council officers

Decisions made by politicians are implemented by Council officers. The workforce is led by the Chief Executive. For much of 2016/17 the Council had in place an interim Chief Executive: Janet Waggott, Chief Executive of Ryedale District Council, fulfilled this role as part of a temporary shared position between the two districts. Recruitment for a permanent Chief Executive, in partnership with North Yorkshire County Council, began during the financial year, with an appointment made in May 2017.

Following significant changes to the senior management structure during the previous financial year, 2016/17 saw changes to the staff structure across all parts of the organisation. These changes have been put in place to ensure we have the resources where we need them to support our long-term ambitions.

Senior Council Officers



Chief Executive (interim during 2016/17):
Janet Waggott



Director of Economic Regeneration and Place:
Dave Caulfield



Director of Corporate Services and Commissioning:
Julie Slatter



Chief Finance Officer, Selby District Council/Assistant Director Strategic Resources, North Yorkshire County Council: **Karen Iveson**



Solicitor to the Council (Monitoring Officer and Deputy Returning Officer): **Gill Marshall**

Head of Community, Partnerships and Customers: **Angela Crossland**

Head of Economic Development & Regeneration: **James Cokeham**

Head of Planning (interim during 2016/17): **Phil Crabtree**

Head of Commissioning, Contracts and Procurement: **Keith Cadman**

Head of Business Development and Improvement: **Stuart Robinson**

Head of Operational Services: **June Rothwell**

9. Our finances

- During 2016/17 we spent £52.22m running our services.
- We delivered savings and efficiencies of £1.1m between April 2016 and March 2017
- We invested in our priorities of making the district a great place to do business, a great place to enjoy life and a great place to make a difference.

	£000
Housing for our tenants (net of asset revaluation)	5,332
Other housing services, including housing benefits	17,655
Leisure, environmental health and planning services	7,688
Central service, including council tax benefits, local tax collection and electoral registration	1,322
Concessionary travel and parking	158
Management and administration (including corporate management and the cost of democracy)	3,457
TOTAL cost of services	35,612
Interest payable	4,561
Accounting adjustment: pension adjustments, contribution to reserves	12,046
TOTAL cost	52,219

Where the money came from

We received £52.22m income last year. £19.9m came from central government and contributions covering specific grants to cover spending on some services such as housing benefits and also providing general grants.

Housing, garage and other property rents, amounting to £12.3m, is another large income source. This is used to cover the running costs of our council homes and property.

Council Tax revenue made up around 9.4% of our total income.

This figure does not include the parish council precepts.

	£000
Government grants and other contributions	19,879
Housing & other property rents	12,319
Fees, charges and other income	15,118
Council Tax	4,903
TOTAL cost of services	52,219

Council Tax

The average council tax bill in the Selby district (a Band D property) was £1,645.73. The District Council kept a small proportion of this. The rest went to public sector partners, as follows.

North Yorkshire County Council	1,143.86
North Yorkshire Police & Crime Commissioner	217.00
Selby District Council	165.22
North Yorkshire Fire and Rescue Authority	65.88
Parish councils (average)	53.77

The £165.22 the District Council received from the average council tax bill was equal to just £3.17 per week. It helped pay for a wide range of services, as follows.

Waste collection and recycling	0.66
Recreation and sport	-0.08
Electoral registration and elections	0.06
Emergency planning	0.01
General grants	0.02
Open spaces	0.09
Environmental health	0.15
Food safety	0.04
Public conveniences	0.02
Community Engagement	0.09
Community safety	0.01
Street cleansing	0.19
Building control	0.02
Planning development control	0.22
Planning policy	0.09
Land charges	-0.02
Car parking	-0.08
Concessionary travel	0.01
Private sector housing grants	0.05
Homelessness	0.07
Housing benefits administration	0.06
Other housing	0.10
Local tax collection	0.21
Cost of democracy	0.31
Economic development	-0.02
Corporate management	0.32
Internal drainage board levies	0.57
TOTAL	3.17

Our assets

In addition to the money we spend on delivering day-to-day services, we also invest in our assets to ensure we have facilities that are fit for purpose and help us deliver the services you need. Last year we spent over £4.3m on this.

	£000
Council house improvements	2,116
Housing developments	992
Leisure village investment	640
Home improvement grants, including facilities for the disabled	277
Vehicles and equipment, including computer equipment	242

We paid for this investment through

- Our housing major repairs - £2.15m
- Other reserves and contributions from reserves income - £0.83m
- Internal Borrowing (using our cash balances) - £1.159m
- Capital receipts - £84k
- Grants and contributions from other organisations - £45k

What are we worth?

Each year we draw up a balance sheet that represents how much our land and property is worth, what we owe to others, what others owe us and how much cash we have. At 31 March 2016 this showed the following.

	£000
The value of our land and property	167,073
Our investments and cash	35,813
The value of our stocks	0
Money owed to us	4,139
Less:	
Money we owe to others	6,899
Net borrowing and other liabilities	73,832
Equals our net worth	126,294

Our overall 'net worth' has increased this year because of a £37.3m revaluation primarily relating to our Council dwelling stock. In addition there was an in year contribution to the pension fund shortfall of £9.4m. An increase in business rates received resulted in an increase to cash balances of £10.3m whilst was partly offset by a £6.0m reduction in debtors due to an exceptional debtor at the end of 2015/16.

Councillor allowances

All councillors receive a basic allowance. Councillors with additional responsibilities, such as members of the Executive or a position as the Chair of committee, receive a special responsibility allowance. Councillors can also claim travel and subsistence allowances whilst on Council business.

Special responsibility allowances during 2016/17 were as follows.

	£ Allowances during 2016/17
Leader of the Council	10,288.44
Deputy Leader of the Council	4,115.38
Executive Councillors	4,115.38
Majority Group Leader	2,057.69
Opposition Group Leader	2,057.69
Scrutiny Chairman	3,086.54
Policy Review Chairman	3,086.54
Audit Committee Chairman	2,057.69
Planning Committee Chairman	4,115.38
Licensing Committee Chairman	4,115.38



Contact us

For more information about Selby District Council look online: www.selby.gov.uk

You can also follow us on  [@SelbyDC](https://twitter.com/SelbyDC)  Search for **Selby District Council**

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

Our website: www.selby.gov.uk

Email: info@selby.gov.uk

Telephone: **01757 705101**

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

Phone lines are open

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

Wednesday **10am - 5pm**

Friday **8.30am - 4.30pm**

Customer contact centre opening hours

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

Wednesday **10am - 4pm**

(Closed weekends and bank holidays)

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

Our main civic centre office

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

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

Selby District Council

REPORT

Reference: E/17/21

Item 7 - Public



To:	Executive
Date:	7 September 2017
Status:	Non Key Decision
Report Published:	30 August 2017
Author:	Stuart Robinson, Head of Business Development & Improvement
Executive Member:	Cllr Mark Crane, Leader of the Council
Lead Officer:	Stuart Robinson, Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 1 – 2017/18 (April to June)

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.

2.2 Executive consider any further action they wish to be taken as a result of current performance.

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 Councils 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)
- 4.3 The Corporate Performance Reporting framework has been reviewed. The new look report incorporates feedback received from the Executive and Scrutiny Committee. The key changes are:
- A shorter report – around half the length of the previous report.
 - A retained summary page for each priority – expanded to incorporate key narrative messages from the KPIs/corporate projects.
 - A retained exception page which now includes space to capture any proposed remedy – with the focus on the 'reds'. Successes – including 'strong greens' - are captured in the summary and exceptions pages.
 - A separation of the 'contextual' indicators – i.e. those where we may be able to *influence* but not directly *affect* (e.g. obesity, adult qualifications) – these are now located at the end of the report.
 - Amendments to the list of KPIs (following feedback from Heads of Service). Removal of the narrative sections from the general KPI/projects section to shorten/simplify it – any key comments (positive or negative) are now captured in the overall summary
 - A reduction in the number of projects – focusing on priority projects. Programme for Growth projects are subject to review and will be added at a later date.

5. The Report

- 5.1 The specific focus of this report covers the period April to June 2017. Around 20% of the new structure remained vacant throughout most of quarter 1 – although vacant posts are now being filled. 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 1. In terms of a summary:

- 91% of projects/high level actions are completed or on track.
- 67% of KPIs are showing improvement over the longer term.

- 78% of KPIs are on target.

5.3 **What went well in quarter 1**

- Delivery of the Tour de Yorkshire Stage 2 start at Tadcaster – part of our investment in supporting the community following the 2015 floods.
- Support to Selby Arts Festival resulting in many sold out headline events with many more accessible activities planned for the week in July.
- An increase in the number of Lifestyle members due to an effective marketing strategy
- Opened a brand new all-weather sports pitch and supporting facilities in Sherburn-in-Elmet.
- Successfully conducted 3 successful elections – county council, the general election and a by-election for Hemingbrough Parish Council.
- Bin it for Good initiative reduced litter on the ground - overall average reduction of 32% over the three month campaign.
- New figures show the success of the Community Navigators – 9 volunteers recruited; 1300 enquires dealt with (28% more than anticipated) and customer satisfaction in the upper 90% levels.
- Green waste collection milestone – a 100,000 tonnes of garden waste has been collected from Selby District residents since 2001. Initially trialed with 2,200 households, the garden waste service has successfully expanded to cover over 31,500 households.
- New affordable homes at St Joseph's Street, Tadcaster built by the Selby & District Housing Trust have won the North and East Yorkshire Local Authority Building Control Partnership best social housing development award.
- Missed bins - we only missed an impressive 40 bin collections out of a total of 231,000 in Q1
- Processing of planning applications – we exceeded performance targets, with over 90% of all applications being processed within the timescale.

5.4 **What did not go so well in quarter 1 – and what will we do about it**

- Sundry debt recovery rate is down compared to Q1 last year - due to late payment of large invoices by one organisation – this is being dealt with.
- Processing of new benefit claims took longer compared to the previous quarter and Q1 last year - due to annual billing downtime and not fully staffed/trained – staff currently being trained.
- Complaints responded to in time – target not met – 5 out of the 7 complaints which were due to be responded to in Q1 were responded to in time. A new complaints process had been implemented.
- Freedom of Information requests – Heads of Service are continuing to focus on providing responses to FOIs – performance continues to improve, but is still behind target.

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:

Stuart Robinson
Head of Business Development & Improvement
Selby District Council
srobinson@Selby.gov.uk

Appendices:

Appendix A. Corporate Performance Report Quarter 1 2017/18




Delivering corporate priorities


Corporate Performance Report


Quarter 1 2017/18


Key focus of our work	What's gone well; what are we concerned about	Overall Progress
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Delivering Priority 1 - A great place...to do Business

<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"> • Planning permission granted for the redevelopment of the Kellingley Colliery site. This will provide 1.45m ft2 of B1/B2/B8 industrial/warehouse accommodation and ancillary office space. • Key appointments made in the Council's new Economic Development team, including a Senior Inward Investment Officer and Senior Business Advisor. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • Infrastructure and labour market challenges in key development locations, highlighted in the Council's Economic Development Strategy, remain and will be managed through the supporting Action Plan. 	<p> Some concerns</p>
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<p>Improve employment opportunities (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • A new 'Key Account Management' function at the Council established. This will allow us to react to key challenges/opportunities that our businesses face in a significantly more responsive fashion, improving customer service and enhancing the potential for future investment. • Delivery of 'Ad;Venture' and 'Digital Enterprise', two EU funded business support programmes, began in the District. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • High quality start-up and incubation space for SMS businesses across has emerged as a concern. We will investigate further, evidence gaps and work with private and public sector partners to define solutions. 	<p> Some concerns</p>
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<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"> • The Aspiration Building, a new facility focussed on construction skills and trades, opened at Selby College. Funded by the Leeds City Region Local Enterprise Partnership, the facility provides specialist skills provision in a key growth sector for the District. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • Latest ONS data on adult skills suggests there are more adults in the district with no qualifications – and fewer qualified to level 4+ • A more joined up approach to tackling local labour market challenges with JobCentrePlus is needed - work is in hand to coordinate this. 	<p> Some concerns</p>
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<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"> • Tour de Yorkshire Stage start at Tadcaster – part of our investment in supporting the community following the 2015 floods. Subsequently, new events committee formed by the local community to deliver future activity and local Trader's Assoc. formed to support businesses. • Work with the Selby Town Enterprise Partnership to plan a series of Christmas campaigns to support Small Business Saturday and encourage shopping in the high street. • Selby Arts Festival sold out key headline events with many more accessible activities planned for the week in July. • Project brief complete; await proposal to commission production of a visitor economy strategy and action plan. Due to commence Q2. • Dransfield Properties completed work on the three new retail units, and three adjoining apartments, on New Lane in Selby. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • n/a 	<p> On track</p>
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Delivering Priority 2 - A Great Place...to Enjoy Life

Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

- First tenants given keys to five brand new Council-built homes at Byram. Ten more bungalows nearing completion in Eggborough.
- Recycled offcuts from our Eggborough building site used to produce low cost furniture by the Selby Community Furniture Store.
- Progress made on empty homes. SDC have signed up to a county-wide empty homes strategy, have set up a local action group and are developing a local delivery plan.
- 377 dwellings have been approved, 264.5 above our target.
- Council and Selby District Housing Trust development schemes at Byram and Riccall progressing positively.
- Joined partnership across York, North Yorkshire & East Riding to bring forward Community-Led housing schemes.

 **On track**

What are we concerned about:

- n/a

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

- Increased number of Lifestyle members.
- Jointly invested in a brand new all-weather sports pitch and supporting facilities in Sherburn-in-Elmet, along with the FA, Sport England and Sherburn White Rose Football Club.
- Formed a steering group with NYCC Public Health and numerous partners to produce an integrated health plan to deliver against district service responsibilities. Engagement events due in Q3.
- Plans completed to deliver a holiday activity club in Q2 with IHL, Selby Big Local and NYCC Healthy Child Services.

 **On track**

What are we concerned about:

- n/a

Delivering Priority 3 - A great place...to Make a Difference

Empowering and involving people in decisions about their area and services

(Lead Director: D Caulfield)

What's gone well this quarter:

- Conducted a business confidence survey in Tadcaster to test the impact of recent high profile events – results due in Q2
- Successfully conducted 3 successful elections – county council, the general election and a by-election for Hemingbrough PC.
- Delivered a series of arts, culture and heritage events to identify what key sectors need to develop Selby's unique 'products'
- The Community Engagement Forums have approved several grants for local community projects and initiatives to address the needs of local communities in their areas.
- Appointed a new Tenant Participation Officer to develop closed working and engagement with housing tenants and leaseholders and involvement in the development of housing services

 **On track**

What are we concerned about:

- n/a

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

What's gone well this quarter:

- Bin it for Good initiative reduced litter on the ground - overall average reduction of 32% over the three month campaign.
- Six months after launching, new figures show the success of the Community Navigators – 9 volunteers recruited; 1300 enquires dealt with (28% more than anticipated) and customer satisfaction in the upper 90% levels.
- Jointly delivered four community events to promote responsible dog ownership with dogs Trust.
- Worked with the local community group Hope Creative Café to develop clay faces which have been placed at fly tipping hotspots to deter people from illegally dumping waste.

 **On track**

What are we concerned about:

- n/a

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

What's gone well this quarter:

- Survey of contact centre customers completed. Results used to inform digital transformation project.
- Community hubs now delivering local support at Tadcaster and Sherburn by local trusts in conjunction with NYCC. Supporting SDC customers with scanning services. Supported Sherburn to commission a project manager to begin refurbishment plans for the Old Girls School. Due to open in Q3.

 **On track**

What are we concerned about:

- n/a

Delivering Priority 4 - Delivering **Great Value**

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

(Lead Director: J Slatter)

What's gone well this quarter:

- Selby DC is now providing HR support and Communications support to Ryedale DC
- Further opportunities for Smarter working with North Yorkshire County Council are being explored through the Better Together Programme



Some concerns

What are we concerned about:

- Need to develop a prioritised programme of work to deliver on this priority. Pace of change was an issue in 16/17

Commissioning those best placed to deliver services on our behalf

(J Slatter)

What's gone well this quarter:

- New affordable homes at St Joseph's Street, Tadcaster built by the Selby & District Housing Trust have won the North and East Yorkshire Local Authority Building Control Partnership best social housing development award.
- Corporate project being developed to put mechanisms in place to define our future procurement requirements as part budget setting.
- Project set up for SDC and Amey PLC to review recycling options by the end of 2017/2018 to inform a business case for change in 2018/2019 - initial scoping meeting is scheduled in August.



On track

What are we concerned about:

- n/a

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)

What's gone well this quarter:

- Green waste collection milestone – a 100,000 tonnes of garden waste has been collected from Selby District residents since 2001. Initially trailed with 2,200 households, the garden waste service has successfully expanded to cover over 31,500 households.
- During the first half of the year we saw social media engagement levels increase by one third. Successful initiatives include more use of video content.



On track

What are we concerned about:

- n/a

Helping people access services digitally

(J Slatter)

What's gone well this quarter:

- Executive agreed a preferred bidder for new housing system. Once implemented, housing customers will self-serve online.
- ELT agreed the project brief for the digital transformation project – phase one will see automation of Taxation & Benefits transactions.
- Digital Strategy drafted.



On track

What are we concerned about:

- n/a

Summary

67% KPIs improved

78% KPIs on target

91% Projects on track

Indicator/action	Exception	Actions/Comments
------------------	-----------	------------------

Performance concerns - KPIs

Benefit processing – new claims	Took longer compared to previous quarter and Q1 last year	Drop in performance due to annual billing downtime and not fully staffed. Recruitment is complete and staff currently being trained.
Sundry debt recovery rate	Collection rate down compared to Q1 last year	Issue re late payment of large invoices by one organisation. This is being dealt with.
Complaints responded to on time	Target not met – (performance up compared to Q1 last year but down compared to Q4 last year.)	5 out of the 7 complaints which were due to be responded to in Q1 were responded to in time. A new complaints process had been implemented - the aim will be to achieve and maintain the 90% target in year.
Freedom of information requests responded to in time	Target not met – (performance up compared to Q4 and Q1 last year)	Heads of Service are continuing to focus on providing responses to FOIs. Performance continues to improve, but is still behind target.
Staff sickness	Target not met – sickness worse than a year ago	Sickness rose significantly during the previous winter. However, a range of actions have been put in place – including improved processes and manager training – and sickness now starting to reduce

Positive performance - KPIs

Missed bin collections	Target exceeded	Huge improvement over recent quarters. Only 42 reported missed bins out of 231,000 collections in Q1.
Number of Selby District Council/HRA units delivered	Target exceeded	Positive performance - Target performance was 4 units - delivery to the end of June was 15.
Amount of Business Rates Retained	Target exceeded	Positive performance - Increase to £9.7m compared to target of £ 7.5m
Processing of planning applications	Target exceeded	Positive performance - Performance improving and exceeding targets for both major and minor applications processed in timescales

Delivering corporate priorities: KPIs

Q1 2017/18

Key:









	Alert – target not met		Data Only
	Warning – target not met but within acceptable limit		Trend - Improving
	OK – target met/on target		Trend - No Change
	Unknown		Trend - Getting Worse










































KPI	Direction of Travel	Previous YTD (Q1 16/17)	17/18 Target	Previous Value (Q4 16/17)	Latest Value (Q1 17/18)	Short Term Trend	Long Term Trend	Traffic Light
A great place... to do business								
Number of SMEs supported (too early to report)	Aim to Maximise	-	200	-	-	-	-	-
Number of jobs created (annual – report in Q4)	Aim to Maximise	-	2400	2300	-	-	-	-
A great place... to enjoy life								
Number of additional homes provided in the district (annual – reported at Q4)	Aim to Maximise	n/a	450	562	n/a	-	-	-
Number of affordable homes provided in the district (annual – reported at Q4)	Aim to Maximise	n/a	180	125	n/a	-	-	-
Number of new Selby District Housing Trust units delivered	Aim to Maximise	n/a	6	n/a	0	-	-	-
Number of new Selby District Council/HRA units delivered	Aim to Maximise	0	4	0	15			
Average time taken to re-let vacant Council homes (General Need & Sheltered are now combined)	Aim to Minimise	n/a	26	n/a	20			
% of repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.60%	97.00%	99.41%	99.55%			
The number of empty properties brought back into habitable use (to be re-defined)	Aim to Maximise	-	-	-	-	-	-	-
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.26	0.29	0.33	0.17			
% of relevant land and highways assessed as within contract standard for litter (annual – due Q4)	Aim to Maximise	-	95.00%	98.39%	n/a	-	-	-
Number of visits to combined Leisure Centres	Aim to Maximise	100,299	103,750	105,322	92,372			
Number of 'Lifestyle' members as % of population	Aim to Maximise	16.59%	18.00%	18.47%	18.70%			
Increase in Council Tax Base	Aim to Maximise	30,290	30,500	30,710	30,864			
% of active members participating in 1 or more sessions per week	Aim to maximise	-	47%	49.13%	44.31%			
Number of GP referrals	Aim to maximise	-	250	336	99			
% adults achieving at least 150 mins physical activity per week (annual – reported Q4)	Aim to maximise	n/a	65%	60.1%	n/a	-	-	-
A great place... to make a difference								
% SDC residents who satisfied with the area as a place to live (survey to take place in Q4)	Aim to Maximise	-	-	-	-	-	-	-
Delivering great value								
External auditor Value for Money conclusion (annual – due in Q2)	Aim to Maximise	-	Yes	Yes	-	-	-	-
Amount of planned savings achieved (£000s)	Aim to Maximise	£109k	£1,257k	£582k	£927k			
Average Days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	6.67 days	5.00 days	8.09 days	7.72 days			
Average time to process new claims (total)	Aim to Minimise	18.84 days	22.00 days	25.44 days	25.64 days			

Delivering corporate priorities: KPIs

Q1 2017/18

Key:







-  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












KPI	Direction of Travel	Previous YTD (Q1 16/17)	17/18 Target	Previous Value (Q4 16/17)	Latest Value (Q1 17/18)	Short Term Trend	Long Term Trend	Traffic Light
Average days to process Change of Circumstances	Aim to Minimise	5.17 days	8.40 days	4.93 days	6.02 days			
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	80.00%	60.00%	87.50%	91.67%			
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	82.33	75.00%	72.73	90.34%			
Total number of (stage 1) complaints received	Aim to Minimise	24	-	16	9			
% (stage 1) complaints responded to in required timescale (20 days)	Aim to Maximise	54%	90%	81%	71%			
% of Stage 2 complaints fully responded to within 20 working days	Aim to maximise	100%	86%	77%	100%			
% Freedom of Information requests responded in 20 days	Aim to Maximise	83.75%	86.00%	83.95%	83.97%			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.33 min	10.00 min	6.35 min	7.33 min			
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.77 min	2.00 min	1.41min	1.92 min			
% of people accessing SDC services online in relation to other channels (to be defined)	Aim to Maximise	-	-	-	-	-	-	-
% eligible employees receiving appraisal in last 12 months (to be defined)	Aim to Maximise	-	-	-	-	-	-	-
Health & Safety: Accidents in the last 12 months	Aim to Minimise	2	12	10	3			
% employees satisfied (survey due in Q3)	Aim to Maximise	-	-	-	-	-	-	-
% of Council Tax debt recovered	Aim to Maximise	29.99%	30.00%	97.91%	30.06%	n/a		
% of Council Rent debt recovered	Aim to Maximise	93.31%	92.74%	98.20%	93.98%	n/a		
Percentage of Non-domestic Rate debt recovered	Aim to Maximise	28.96%	27.50%	98.20%	27.58%	n/a		
% of Sundry Debt recovered	Aim to Maximise	46.62%	46.62%	92.50%	42.55%	n/a		
Amount of Business Rates Retained (£s)	Aim to Maximise	7,448,499	7,5000,000	7,505,257	9,703,638			

Delivering corporate priorities: Projects

Q1 2017/18

Key:

- | | | | |
|--|-----------------------------------|---|------------------------|
|  | Cancelled |  | In Progress – On track |
|  | Overdue – Passed completion date |  | Completed |
|  | Check Progress – Milestone missed |  | Project not started |

	Managed By	Due Date	Progress Icon
A great place... to do business			
Enabling economic development – includes the redevelopment of Kellingley Colliery and inward investment for Sherburn 2 site	J Cokeham	Dec 2022	
Revitalise the visitor economy – Implement the Visitor Economy Strategy and Action Plan	A Crossland	March 2018	
Developing our places – Create S/M/L term vision and action plan for each of the 3 towns	A Crossland	July 2018	
A great place... to enjoy life			
Increasing recycling – Complete Recycling options appraisal	K Cadman	March 2018	
Enable housing development – Review, adapt and implement the Council's Housing Development Programme.	J Cokeham	March 2020	
Updating our development framework – Adopt Plan Selby	D Caulfield	March 2020	
Planning Service Improvement - Implement the Planning Review recommendations	D Caulfield	July 2020	
A great place... to make a difference			
Safeguarding – Review safeguarding procedures and practices	A Crossland	Dec 2017	
Delivering great value			
Digital transformation - Implement housing management system and facilitate automated, on-line service delivery in a minimum three services.	S Robinson	March 2019	
Capital investment – Complete advance procurement for P4G3 capital programme	K Cadman	Oct 2017	
Increase income - Deliver Police co-location project	J Rothwell	Jan 2018	
Capital investment – deliver HRA capital programme	J Rothwell	tbc	tbc
Capital investment –deliver GF capital programme including car park improvement programme	J Rothwell	tbc	tbc

Context indicators

Q1 2017/18

These indicators are those which we may be able to influence, but not directly affect.

Indicator	Update frequency	Previous Value	Latest Value	Regional comparison
Resident population of the district	annual	86,000	86,700	n/a
% of the district population of working age (16-64)	annual	62.2%	61.8%	below average
% of the district population aged 65+	annual	19%	19.4%	below average
% working age population in employment	quarterly	83.7%	80.3%	above average
% working age population claiming Job Seekers Allowance	quarterly	0.9%	0.8%	below average
% working age population receiving all main out of work benefits		5.8%	5.7%	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.8%	31.1%	below average
% working age population with no qualifications (annual measure)	annual	8.2%	8.9%	below average
Total Gross Value Added (£)	annual	£1,816m	£1,879m	n/a
VAT Registrations per 10,000 Population Aged 16+	annual	-	486.9	n/a
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	quarterly	£519.8	£500.10	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.3%	3.8%	below average
% adults defined as overweight or obese (annual measure)	annual	-	68.6%	above average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	17.6%	-	above average

Selby District Council

REPORT

Reference: E/17/22

Item 8 - Public



To: Executive
Date: 7 September 2017
Status: None Key Decision
Report Published: 30 August 2017
Author: Gillian Marshall, Solicitor to the Council
Executive Member: Cllr Mark Crane, Leader of Council
Lead Officer: Janet Waggott, Chief Executive

Title: Police and Crime Commissioner Proposal on Future Governance of North Yorkshire Fire and Rescue Service

Summary:

This report presents the PCC's proposals and Business Case for changes to the governance of North Yorkshire Fire and Rescue Services under the Policing and Crime Act 2017. The District Council is a none-statutory consultee. The consultation closes on 22 September and a draft response is provided for Executive to amend as required.

Recommendations:

- i. **Councillors should consider the Business Case, PCC's preferred option and the draft response and approve or amend the draft as required to enable it to be submitted before the close of consultation on 22 September 2017.**

Reasons for recommendation

To enable the response to be submitted on behalf of the Council

1. Introduction and background

- 1.1 The Policing and Crime Act 2017 provides an opportunity for Police and Crime Commissioners (PCCs) to apply to the Secretary of State to allow them to take on the responsibility for the governance of their local Fire and Rescue Services.

- 1.2 The PCC for North Yorkshire, Julia Mulligan, has undertaken a review of the governance of the Fire and Rescue Service and has outlined three potential governance models going forward. The PCC favours the Governance Model as she feels this will best deliver improved collaboration between the Police and Fire and Rescue Service at a pace required.
- 1.3 The Home Office have stated that any changes proposed changes in governance by a PCC must meet the tests laid down in the Police and Crime Act 2017. These are related to the interests of:
 - Economy
 - Efficiency
 - Effectiveness
 - Public Safety

The Report

- 2.1 A local business case has been developed for formal consultation by the PCC for North Yorkshire. The local business case assesses the scale of opportunity for closer working between the Police and Fire Service in North Yorkshire. The business case also outlines options for different governance models as outlined below and asks for comments on these:
 - Representation Model – this option allows the PCC to be represented on the Fire and Rescue Authority or any of its Committees with full voting rights subject to the agreement of the Fire and Rescue Authority. For North Yorkshire, this would mean the PCC would become one of 17 voting members of the North Yorkshire Fire and Rescue Service.
 - Governance Model – this option would allow the PCC to take on legal and overarching responsibility for the provision of the fire and rescue service in North Yorkshire. Individual services would retain their operational independence, budgets, their Chief Officers and their own staff. In North Yorkshire, this would see the PCC becoming the North Yorkshire Fire and Rescue Authority.
 - Single Employer Model – under this option, the PCC would take on the role of the North Yorkshire Fire and Rescue Authority and this would create a single employer for both Police and Fire Service personnel under a single Chief Officer. The PCC would become the Police Fire and Crime Commissioner (PFCC)
- 2.2 The PCC has identified the Governance Model as her preferred model and has outlined commercial, financial and management cases for the preferred option in the business case.

The business case is attached at **Appendix A**.

- 2.3 A list of statutory consultees for the consultation including City of York Council and North Yorkshire County Council can be found outlined in the business case. The District Council is not a Tier 1 statutory consultee however can submit its views as part of the public consultation. The consultation runs from 17 July until 22 September 2017. The Executive is asked to consider a response to the business case and the governance models.
- 2.4 Following the consultation, the PCC will consider the feedback received and finalise the business case. In finalising the business case, the PCC will make her final decision on which model to put forward to the Home Secretary. It is expected that the final business case will be submitted to the Home Secretary before the end of October 2017. Depending on the model chosen, there will be significant changes to the future governance of North Yorkshire Fire and Rescue Service.
- 2.5 Officers have assessed the business case and noted the benefits of greater collaboration. However the costs of changing to the preferred Governance Model are significant. Officers have also discussed the proposal with Executive Councillors and have drafted a response based on those soundings. That draft response is attached as **Appendix B**. Councillors are asked to consider the proposals and the draft response and approve or amend the draft as required to enable it to be submitted before the end of the consultation.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 The decision will ultimately be made by the Home Secretary. The District Council is not a Tier 1 consultee however any response would be considered as part of the overall assessment of the PCC's proposals.

Financial Issues

- 3.2 None identified

Impact Assessment

- 3.3 The differing models have differing impacts as identified in the Business Case.

4. Conclusion

- 4.1 The Council should submit a response to the consultation after consideration of the Business Case.

5. Background Documents

None.

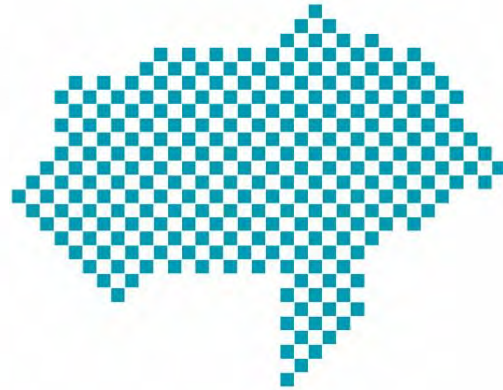
Contact Officer:

Gillian Marshall
Solicitor to the Council
Selby District Council
gmarshall@selby.gov.uk

Appendices:

Appendix A : PCC's Business Case
Appendix B : Draft Response

**Police and Crime
Commissioner
North Yorkshire**



WORKING BETTER TOGETHER

Options to improve collaboration between Fire and
Police services in North Yorkshire

Published by the Office of the Police and Crime Commissioner for North Yorkshire

Published on 17 July 2017

All enquiries to:
Office of the Police and Crime Commissioner for North Yorkshire

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Tel: 01423 569562

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Further information available at www.northyorkshire-pcc.gov.uk

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FOREWORD

Dear Friends, Residents and Colleagues,

Over the past five years or so, at my advice surgeries, events and in correspondence, I have on very many occasions heard the public say that they would like to see more joint working between different 'authorities' in their local area, and that it makes common sense to do so. Indeed, all of us involved in providing services to the public know the value of working with a wide range of partners because it leads to a better service for individuals and improved outcomes for all involved.



Across North Yorkshire, we have a good track record of working together, and there are some excellent examples. We have mental health nurses in the police control room and out on the beat with officers, and fire fighters providing 'safe and well' checks for elderly people in their homes in support of social and health care providers. We are increasingly sharing premises and business administration with one another. Our joint community safety teams and projects, such as 'No Wrong Door', supporting very vulnerable children are winning national awards.

Whilst some good work is already underway, in January this year a new legal duty to collaborate between the three emergency services – Fire, Ambulance and Police – was enacted by Parliament. But unlike similar initiatives previously, this goes further. It provides an opportunity to assess whether collaboration can be made simpler and done faster in the public interest, specifically by joining up how policing and fire and rescue services are overseen.

Back in 2013, the fire service and police in North Yorkshire recognised that opportunities existed to improve public outcomes and signed a 'statement of intent' to collaborate. We set out a wide range of activities which we felt could be done better together. But if we're frank, success has been slow to come, and limited in scale. I see this new duty to collaborate as a catalyst for change. Now is the time to reinvigorate that spirit of co-operation and collaboration, in the interest of the public of North Yorkshire. This business case has been prepared with that purpose.

Much work has been done in drawing up my proposals. We have looked across the country at best practice and emerging innovation. We have contrasted that with the progress made here in North Yorkshire, and while we have some note-worthy successes, this work has shown that we could be moving faster and achieving better outcomes for the public.


The assessment shows that by joining up governance we can accelerate the pace and scale of collaboration. By working better together, not only can services improve and be better targeted, but significant opportunities remain to save money that can be reinvested in frontline services. This would allow us to do even more to protect those who are vulnerable and make us all and our communities, rural and urban, safer and stronger.

Let's be clear, firefighters would remain as firefighters, and police officers as police officers. The two services would continue to have distinct roles, identities and finances – one service's savings would not fund the other. But by sharing oversight, barriers can be overcome that have stifled progress to date and the two services can work much better together, achieving much more for the public.

For example, rather than each service having its own buildings, often within a mile or two of each other, we could bring them together creating 'Community Safety Stations', possibly with the ambulance service as well. We could also bring together our back-office support teams to provide a more efficient service with greater ability to share data, knowledge and understanding. By doing these things, which has been impossible to date, we could release money to create better community-based frontline services, thereby preventing harm and crime, and boosting community support structures and resilience.

All public services are facing financial pressures, so it is incumbent on us to pull together, put the politics to one side, pool our sovereignty and put the public first, who, quite rightly, expect us to seek out every opportunity to protect frontline services. This business case suggests that bringing the two services under one Commissioner would be most likely to achieve this at the greatest pace, the greatest scale, and with a minimum of risks. I believe that this is possible, but before applying to the Home Secretary to ask her to take this decision, I would like to hear what you think, and seek your support to help make it so.

Thank you.

A handwritten signature in black ink, appearing to read 'Julia Mulligan', with a long, sweeping horizontal line extending to the right.

Julia Mulligan
Police and Crime Commissioner for North Yorkshire

1 INTRODUCTION

The Policing and Crime Act 2017 places a statutory obligation on emergency services to collaborate and enables Police and Crime Commissioners (PCCs) to take on responsibilities for fire and rescue services in their area.¹ In describing the measures, Brandon Lewis, former Police and Fire Minister, said that *“by overseeing both police and fire services, I am clear that PCCs can drive the pace of reform, maximise the benefits of collaboration and ensure best practice is shared.”*²

This Local Business Case (LBC) assesses the scale of opportunity for closer working between police and fire in North Yorkshire, and then considers which of the joint governance options would be most likely to deliver the greatest range of opportunities at the greatest pace and with least risk, in the interest of public safety. This LBC has been prepared by the Office of the Police and Crime Commissioner for North Yorkshire.

1.1 Status of this document

This LBC has been prepared for consideration by the PCC and for formal public consultation in North Yorkshire. It has been developed in consultation with the Strategic Reference Group which was appointed to ensure that the Local Business Case is fully informed, adequately resourced and can make the very best recommendation in the interests of economy, efficiency and effectiveness, or public safety. It has been prepared by the Office of the Police and Crime Commissioner and their external advisers, based on information provided by North Yorkshire Police (NYP), North Yorkshire Fire and Rescue Authority (NYFRA), North Yorkshire Fire and Rescue Service (NYFRS) and information in the public domain.

Depending upon the view taken by the PCC after consultation, further versions may be developed, or this version may also form the LBC submission to the Home Secretary for consideration.

The Policing and Crime Act places a duty on the local Fire and Rescue Authority and Service to cooperate with PCCs in the development of the LBC. The OPCC would like to thank NYFRA and NYFRS for their assistance in providing data, information and feedback for the development of this LBC.

Representatives from the following organisations have been engaged with during the development of the LBC:

- North Yorkshire Fire and Rescue Authority
- North Yorkshire Fire and Rescue Service
- North Yorkshire Police
- North Yorkshire County Council (CYCC)
- City of York Council (CYC)
- Yorkshire Ambulance Service
- Fire Officers Association
- Fire Brigades Union

¹ HM Parliament, [Policing and Crime Act 2017](#)

² Brandon Lewis (2017), [Fire Minister's speech to Reform](#)

- Police Superintendents Association of England and Wales
- Police Federation of England and Wales
- UNISON

For avoidance of doubt, this business case is for the PCC and does not necessarily reflect the views of those engaged with at this stage.

1.2 New governance options

To facilitate better collaboration and improve emergency services, the Policing and Crime Act 2017 proposes three alternative options to the status quo (the 'Do Nothing' model) that are now available to PCCs. These are:

1. Representation model

The PCC is represented on a Fire and Rescue Authority (and its committees) in their police area with full voting rights, subject to the consent of the Fire and Rescue Authority. In North Yorkshire, this would see the PCC join NYFRA and become one of 17 voting members.

2. Governance model

The PCC takes on legal and overarching responsibility for the provision of the fire and rescue service(s) in their area. Individual services retain their operational independence, budgets, their Chief fire Officer or Chief Constable, and their own staff. In North Yorkshire, this would see the PCC becoming the NYFRA.

3. Single Employer model

The PCC would become the NYFRA but, in addition, fire and rescue functions are delegated to a single Chief Officer for policing and fire. Within this model, the services remain distinct front line services with separate budgets, albeit with increasingly integrated management and support services.

This LBC, therefore, assesses the strategic, operational and financial benefits that closer collaboration and shared governance could deliver for the police and the fire and rescue services in North Yorkshire.

It then considers each of the governance options available under the Policing and Crime Act 2017 and assesses whether one of these options would be more likely to deliver these benefits at greater pace and scale and support the improvement of emergency services in North Yorkshire. It also considers whether the potential benefits are sufficient to warrant such a change, given the cost of change.

1.3 Assessment of governance options

This LBC uses the HM Treasury 'five case model'³ for business cases. This approved methodology underpins all major government business decisions helps to ensure that key, relevant criteria and options are considered. It also permits criteria such as ease and speed of implementation and existing collaborative arrangements to be considered and factored in to the option appraisal and consultation process. This LBC also uses the recent Association of Police and Crime Chief Executives (APACE) guidance, which has used the HMT standard to develop some tailored guidelines for PCCs who are producing business cases concerning the Policing and Crime Act.⁴

³ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

⁴ http://apace.org.uk/documents/APACE_Police_Fire_Business_Case_Guidance.pdf

The purpose of this business case is to assess which governance option would be most likely to deliver a greater pace and scale of collaboration between the two services to improve their effectiveness, efficiency and economy to the benefit of public safety. It is not to provide a detailed case for progressing each opportunity. Each would require a further assessment to detail the financial and non-financial benefits and costs, and set out their implementation.

The five cases are:

- **Strategic Case** – sets out the legislative and strategic context for NYP and NYFRS collaboration and governance, summarises the case for change and sets out the opportunities and strategic risks. This provides the context, and critical success factors, for appraising the options. The Strategic Case does not recommend a particular option.
- **Economic Case** – appraises the governance options (including the 'Do Nothing' model), against the critical success factors that will help the PCC to decide and the Office of Police and Crime Commissioner (OPCC) to inform the Home Secretary's appraisal of a proposal if and when submitted. The Economic Case identifies the 'preferred option'.

The implications of implementing the preferred option are then set out in the remaining three cases:

- **Commercial Case** – sets out the commercial, HR and resourcing implications of the preferred option.
- **Financial Case** – sets out the affordability and accounting implications of the preferred option. The Financial Case reflects the benefits and costs to the organisations.
- **Management Case** – outlines how the preferred option can be delivered, including more detailed planning, consultation requirements and communications approach.

These final cases will be developed further before submission of the final Local Business Case to the Home Office, but their substantive points relevant to public consultation are set out here.

2 EXECUTIVE SUMMARY

This summary brings together the main analysis and findings, which are explored in more detail in the rest of the document.

2.1 Strategic Case

The strategic case sets out the context and drivers for change. It does not assess the governance options, but provides information that is material to that assessment set out in the Economic Case.

1. The strategic case for a change to the current model of governance of police and fire and rescue services in North Yorkshire is clear. Given the structure, size and budgets of the two organisations, and the shared challenges in demand and finances that they face, closer working is inevitable.

Covering over 3,000 square miles, the county of North Yorkshire consists of seven districts and boroughs and the City of York, and ranges from isolated rural settlements and farms to market towns and larger urban areas such as York, Harrogate and Scarborough. Overall it is sparsely populated, but the population is increasing steadily. In particular, the number of people in the older age groups is increasing at a higher rate than the average in England. This has significant implications for vulnerability and for pressures on services.

The City of York is a university city and therefore has a different demographic make-up to North Yorkshire; the highest proportion of people in York is within the 20-24 bracket, followed by the 25-29 group.⁵ Population growth in York has been even stronger than across the county.

The county has two tier-one authorities, with North Yorkshire County Council covering the seven districts and boroughs, and the City of York Council covering the City of York.

North Yorkshire Fire and Rescue Service (NYFRS) and North Yorkshire Police (NYP) cover all seven districts and the City within their combined boundaries. They are conterminous and service the needs of over 813,000 residents, as well as considerable numbers of seasonal visitors.⁶

The large and rural nature of the county brings significant challenges for public services, including policing and fire and rescue services. Pressures come from providing services to isolated and/or sparsely populated areas as well as densely populated urban areas, addressing both rural and urban poverty, particularly as public demand and expectation remains high.

Requirements on our police and fire and rescue services are changing, with increasing time spent on non-crime and non-fire incidents. More resource is required to support vulnerable people, in a place-based approach, regardless of who is the service provider. Ensuring that the right community services are available to protect vulnerable people, and retain community resilience to support them, is a particular challenge with which police and fire and rescue services are increasingly being asked to deal.

These challenges are set in the context of increasing strains on public finances. Budgets continue to fall, both in fire and rescue and policing, as well as for health, social care and local government. Other agencies, and the public, increasingly look to policing and fire and rescue services to provide extra support and plug gaps.

⁵ <http://www.healthyyork.org/the-population-of-york/specific-population-profiles/frail-elderly.aspx>

⁶ <http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016/north-yorkshire/key-facts/>

Nationally, there is a continued drive for efficiencies, and, to avoid cuts to frontline services and respond effectively to the changing needs of the public, police and fire and rescue services will have to increasingly work together.

2. However, while there has been some collaboration to date, this has been limited in ambition, has progressed slowly, and has been led tactically rather than having been strategically developed.

In 2013, NYFRA and NYP signed a Statement of Intent to collaborate, recognising the need to work better together. While this has been a long-standing commitment to collaborate, and set an ambitious strategy and programme, progress has been slow and limited to date. Previous programmes of work have not developed momentum and pace, in part due to fragmented governance (although NYFRA have established a Collaboration Committee since the beginning of work on this business case).

Collaboration that has occurred is largely tactical in nature and has predominantly focussed on support services, i.e. transport and logistics, estates and procurement, and some particular frontline initiatives around community safety and road safety (see Table 1, 'current state'). However, this has been relatively small-scale and is fragmented in nature, developing at an operational level with no clear vision or strategy. One barrier to a greater pace and scale of collaboration has been issues of sovereignty over individual services within each organisation.

Given this, and the increasing pressures, all parties agree that there is a need for change to accelerate the pace and scale of collaboration.

3. There are considerable drivers for change, with evidence showing that more joined up governance accelerates collaboration.

There is a clear steer from the Government, as well as from the national fire and policing bodies, for increased collaboration between the two services and with wider partners.

The Policing and Crime Act 2017 is the latest legislation of several over the last two decades which has called for closer working between the emergency services. This latest Act, while reinforcing the message, goes further than those previously, setting out the option to consider a change in governance as a route to speeding up and scaling up collaboration. Statements from Government ministers make it clear that the status quo is not an option.

Currently, the organisations are governed and organised differently, with the Fire and Rescue Authority governing NYFRS and the PCC holding the Chief Constable to account for policing. A number of national reviews have highlighted weaknesses in fire governance, and the PCC model has been demonstrated to have increased scrutiny, public engagement, transparency and innovation in policing.

Service reviews have also noted the clear need for change. HM Inspectorate of Constabulary stated in 2014 that collaboration between police forces, as well as with wider partners, remains complex and fragmented. The National Audit Office (NAO) suggested in 2015 that Fire Authorities rely too heavily on information from senior fire officers without independent information to help their deliberations, such as that enjoyed by PCCs through their independent offices. The NAO reflected that this finding was similar to that which they had observed amongst Police Authorities prior to the move to PCCs.

In 2012 the Knight Review of Fire and Rescue Authorities advised that shared governance and closer working and sharing of teams would unlock further savings, and observed that a similar model to PCCs could enhance public accountability. The Thomas Report on Fire and Rescue Service staff stated in 2016 that the greatest opportunity to drive economies to reinvest in frontline services would be to bring together support functions collaboratively across services.

Research from the UK and internationally, shows that complex and fragmented governance structures create one of the greatest barriers to effective collaboration. As best practice examples develop, evidence shows that bringing governance closer together accelerates the pace and scale of collaboration and is more likely to deliver benefits to the efficiency and effectiveness of services, and therefore to public safety. More

specifically, evidence from other countries shows that significant benefits can be forged by bringing fire and police services under a single governance body.

Studies have also shown wider benefits of transparency and engagement resulting from the PCC model moving from bureaucratic to democratic accountability. The NAO, for example, found in 2014 that PCCs are able to make decisions faster and are more transparent than the committees they replaced, with significantly greater public engagement. They also increase innovation, respond better to local priorities, and achieve better value for money.

In a context where budgets are tight, efficiencies have already been extracted to considerable extent from both organisations. Further economies, if they are not to start cutting frontline numbers, can only be found by increased collaboration. The public expect this, especially as their demand for policing and fire services is changing, broadening to include a range of demands which are outside the 'traditional' purview of these services. This places new challenges on frontline policing, especially in dealing with sensitive welfare and health issues. Greater transparency and accountability is therefore requisite, for which studies suggest that the inclusion of PCCs in governance of fire and rescue would increase public accountability of that service.

4. Local collaboration could and should go much deeper and faster.

In preparation for this business case, a set of further prioritised opportunities for collaboration have been identified. A bottom up approach was adopted, and at initial workshops with frontline practitioners an ambitious set of priorities was put forward. However, in further discussions to assess and flesh out those ideas, that ambition has been scaled back. The 'Current identified collaboration priorities' column in Table 1 sets out the relatively limited scale of collaboration that could be agreed by the two organisations at this time.

The PCC also has a vision for a more strategic transformation of police and fire collaboration that can deliver genuine change, focussing on outcomes for the public rather than organisational sovereignty. This is set out in Table 1 under the 'Transformation vision' column. This agenda will require strong cross-organisational leadership to implement, especially given the issues around sovereignty that have formed one barrier to greater pace and scale of collaboration in the past.

These are all initial ideas at this stage and would be subject to further assessment. It should be noted, however, that any of these ideas would maintain at a minimum the existing Fire Cover Review and Integrated Risk Management requirements of both services. However, examples of similar collaboration from other parts of the country show the benefits to community resilience, public safety, and the protection of vulnerable people that these transformational ideas might bring. Future governance of police and fire therefore needs to be able to support delivery of this vision and accelerate the pace and scale of collaboration to achieve the greatest possible improvement to public safety.

Given the current context, this is vitally necessary to enable continued improvement of the services to the public of North Yorkshire, further reducing harm, improving resilience and effectiveness, and increasing value for money. These benefits are the ones which must be realised from reinvesting savings into frontline services. Greater transparency and accountability will be important in this, and can be delivered. There are opportunities for the changes that the PCC model has delivered in policing to be applied to fire and rescue, contributing to improved effectiveness of service delivery.

Any change also needs to be capable of being implemented successfully and not put public safety at risk. It also needs to ensure that the clear and separate roles of policing and fire are retained, sufficient fire cover is provided, and that links with wider community, health, social care and local government partners are maintained or enhanced.

Table 1: Potential collaboration – current state versus the vision for transformed services

Theme	Current state	Current identified collaboration priorities	Transformation vision
Strategic commissioning	<p>Currently fire and police plans are developed separately</p> <p>Separate commissioning budgets. Use of volunteers not co-ordinated or shared</p> <p>Intelligence sharing takes place in some areas (operational not strategic)</p>	<p>Development of joint priorities for collaboration</p> <p>Sharing data and intelligence on communities and incidents on a local, tactical level basis to support planning and response. This would include data and intelligence on specific individuals, premises and homes and would involve reciprocal fire and police information access.</p>	<p>Fully integrated strategic development and risk management, including joined up research and public consultation</p> <p>Joint commissioned services and budgets to respond to public need through joined-up services and support</p> <p>Systematic data sharing of intelligence and vulnerability to support more aligned strategic decision making across communities.</p>
Improved Prevention and demand management	<p>Community Safety hubs in Scarborough, Selby and York</p> <p>Road Safety joint initiatives and campaigns (95 Alive)</p>	<p>Improved co-ordination and reach of Safe and Well checks:</p> <ul style="list-style-type: none"> • Joint police and fire community interventions • One safe and well assessment across fire and police, specialist training and clearer role definition • Use of volunteers to support the role in wider local activity e.g. leafletting, door knocking • Volunteer community contact points for police and fire jointly (potential reduction of demand on control centre) 	<p>A single approach to community safety across police and fire through a jointly funded Community Safety Service, tailored to the needs of people and communities, including single, jointly funded, community safety roles</p> <p>Alignment with health and local authority partners through Health and Wellbeing Board and Mental Health Care Concordat</p> <p>Accelerated use of shared data and intelligence to dynamically map vulnerability to better target and pro-actively deliver increased primary prevention and early intervention work and jointly commissioned services across rural and urban areas for those who need it most</p> <p>Roll-out of community safety hubs, and expansion and diversification (central/local) to bring in greater range of partners and improve resilience for local communities</p>
Effective Joint Response	<p>Joined-up tactical response to incidents where required</p> <p>Local Resilience Forum and JESIP</p>	<p>Fire would also take on forced entry, in addition to police.</p> <p>Extension of first responder fire role to police (e.g. through firearms officers that have defib kit being deployed as appropriate).</p>	<p>A truly joint control room for a more effective response to the public by the right service at the right time:</p> <ul style="list-style-type: none"> • Fully integrated operations and system • Shared staff roles, training and rotas <p>First responder as part of community safety roles, especially to improve resilience in rural areas</p>
Shared support services	<p>Co-location of transport and logistics functions and driver training</p> <p>Shared transport and logistics manager</p> <p>Co-location of fire and police in Bedale and plans for Ripon</p>	<p>Colocation of transport and logistics resources and further integration of teams.</p> <p>Shared finance, procurement, IT, transport and estates teams.</p> <p>In-flight and pipeline opportunities identified for estates collaboration, including shared HQ.</p> <p>Joined-up training and learning and development for officers, firefighters and staff</p> <p>Shared procurement service, starting with products which share common specifications e.g. stationery, fuel</p>	<p>Creation of a community safety estate – single estates strategy with multi-purpose estate, single investment strategy</p> <p>Wider collaboration through One Public Estate to create local community safety hubs integrating health estate and designated community assets where appropriate.</p> <p>New models of shared enabling services delivery across police and fire, such as through a third entity.</p> <p>Greater integrated specialist training (e.g. mental health) across both services.</p> <p>Where appropriate, single ICT strategy and systems</p>
Shared management roles	None	None identified	<p>Combined or reduced senior management roles across fire and police, particularly around corporate, non-operational roles, where it makes business sense to do so. In addition, it is assumed that governance roles can be shared across fire and police (S151 Officer and Monitoring Officer roles). Any changes would be phased in line with existing staff retirements or natural attrition.</p>

2.2 Economic Case

Taking into account the context and drivers set out in the Strategic Case, this case sets out the economic appraisal for each option. This includes a qualitative assessment against the 'critical success factors' (CSFs) (see section 3.4) agreed through this process, and an assessment against the four tests in the Policing and Crime Act 2017.

It is important to remember that the purpose of this assessment is to consider which governance option is most likely to achieve the greatest acceleration of the pace of collaboration, the greatest scale of ambition, and the greatest degree of transparency and accountability.

It does not provide a detailed business case for each collaboration opportunity, which would need to happen subsequently.

It balances the benefits against the deliverability of the option and how it mitigates against strategic risks, to determine which option will provide the most effective, efficient and economic service to the benefit of public safety.

The Do Nothing model will continue the current pace and scale of change, furthering collaboration on the current ad hoc, tactical basis, but bringing no step-change in delivery. The Government and local stakeholders throughout this process have not considered this to be a viable option and as such this LBC has been prepared on the understanding that a change to the status quo is required.

The Representation model would bring tangible changes, with the PCC becoming the 17th voting member on the NYFRA and having a formal vote in the new Collaboration Committee. Whilst this model could contribute to delivering the priority opportunities identified and bring additional external scrutiny to fire matters, the option is unlikely to drive a significant change in the pace or scale of collaboration. As a governance model it would continue to require multiple decision-making mechanisms and relies upon joint agreement of objectives and priorities. It would not therefore deliver significant savings, making it more difficult for police and fire to meet the financial and operational challenges set out in the Strategic Case. It is however low-risk and could be a stepping stone to more significant changes in the future. This model would not harm public safety, but it would not bring extensive improvements to public safety either.

The Governance model would bring a material change. Based on the evidence set out in the Strategic Case, it would speed up the pace of collaboration within police and fire, and with other partners, due to simplified, aligned decision-making structures. It could make transformational change more likely, with a greater likelihood of enabling joint commissioning strategies and cross-organisational investment and resourcing decisions, bringing with it greater likelihood of achieving improvements to services for the public. It would bring more significant financial benefits that could be re-invested in frontline services. It would also enable the mechanisms used by the PCC to engage with the public to apply to fire, and increase scrutiny of fire and rescue matters. There will be some implementation costs and risks, but they are considered manageable. This model would not harm public safety, and could bring significant improvements in public safety.

The Single Employer model could bring greater benefits than the Governance model, through providing the means to achieve deeper integration of fire and police assets while maintaining operational separation. Joint management structures would create greater joined up operational practice, and could move the services from two organisations to a single community safety service in the future. It would bring significant savings that could be reinvested in frontline services. However, it also brings significant delivery and strategic risks. Therefore, while it could bring significant improvements to public safety, there is a risk that it could harm public safety if it results in disruption for the residents of North Yorkshire.

Under the Governance model and Single Employer model, the role of the Police and Crime Panel would also need to be expanded to enable it to take on scrutiny roles relating to fire matters. It would also not be possible to revert to the Representation model if these models are not found to be effective.

A summary of the analysis is provided below. Detail as to the evidence base for each assessment is set out in the Economic Case. The estimated financial benefits of each model are a mix of direct financial implications from the change and also the benefits that the change could enable, where it is possible at this stage to make estimates, based on management assumptions. Separate investment cases would need to be made for the enabling opportunities.

Table 2: Summary economic appraisals

Critical success factors		Models (High/Medium/Low assessment)			
Critical success factor	How the test is met	Do nothing	Representation	Governance	Single Employer
Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	L	L	H	H
Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	L	L	M	M
Is deliverable	The governance option can be implemented successfully	H	H	M	L
Mitigates strategic risks	The governance option can mitigate strategic risks	M	H	H	L
CSF summary assessment		L - 2 M - 1 H - 1	L - 2 M - 0 H - 2	L - 0 M - 2 H - 2	L - 2 M - 1 H - 1
Net present value (£)⁷		£0.1m	£1.3m	£6.6m	£7.5m
Assessment against statutory tests		[7] ✓✓ ✓✓ ✓✓ ✓	[9] ✓✓ ✓✓ ✓✓ ✓✓ ✓	[10] ✓✓ ✓✓ ✓✓ ✓✓ ✓✓	[8] ✓✓ ✓✓ ✓✓ ✓✓

Based on the assessment of the options against the critical success factors and the four tests of public safety, effectiveness, economy and efficiency, the preferred option is the Governance model.

⁷ Note – this refers only to the benefits from the prioritised opportunities identified in the second column of Table 1 and potential management changes in fire and rescue. It is not possible at this stage to estimate financial benefits from the Transformation Vision.

It is assessed that this model is most likely to achieve the greatest acceleration of the pace of collaboration, the greatest scale of ambition, and the greatest degree of transparency and accountability, bringing meaningful savings, whilst being deliverable and sufficiently mitigating against strategic and public safety risks.

It is therefore most likely to deliver the transformation vision for collaboration against the context and drivers set out in the Strategic Case. It is most likely to further enhance and improve public safety.

2.3 Commercial Case

Implementing the Governance model will require the Secretary of State, using powers in the Policing and Crime Act, to make the PCC the FRA for North Yorkshire.

The Governance model would have commercial implications, since it would involve transferring assets and liabilities, and novating contracts. The most significant of these will be the PFI for Easingwold (NYFRS's training centre). In addition, the disbanding of the current NYFRA will affect existing contractual arrangements with NYCC for the provision of finance, committee and legal services. The Office of the PFCC would take responsibility for democratic services, and over time these other contracts may be brought into a joint arrangement with North Yorkshire Police, using in-house staff with external support as required, but there will need to be further assessment of these changes and transitional arrangements put in place with NYCC.

The Governance model would also require staff to transfer from the existing NYFRA as their employer, to the new FRA, led by the PCC, under Cabinet Office Statement of Practice (COSoP).

These changes are considered manageable.

2.4 Financial Case

We estimate that the direct costs of implementation will be ~£120k. We expect these costs will be funded from the PCC's earmarked reserves. We forecast a small saving in operational costs as a direct result of a change to the governance model, which will partially offset implementation costs. Applying inflation to 2016/17 budget figures, the total annual expenditure that could be controlled by the PFCC would be of the order of £170m in 2018/19. Financial benefits shown in the economic case would, wherever possible, be re-invested in frontline services.

2.5 Management Case

The Management Case describes the arrangements and plan for managing implementation of the proposed models successfully. Based on current assumptions, the earliest realistic target implementation date for the new governance arrangements would be 1 April 2018.

Implementation of the changes would rely on ongoing engagement with stakeholders, including staff and their representative bodies.

In considering the equality impact of the changes, it is likely that none of the governance changes would affect any group or sector of the community differentially. However, this will need to be tested as part of the consultation and an equality impact assessment completed prior to formal submission of the Local Business Case to the Home Office.

After implementation a Police, Fire and Crime Plan would be developed that would set out how efficiency and effectiveness could be improved in order to protect frontline services. Business cases, including staff and union consultations, would be developed for community safety and prevention services and to create a third entity to provide enabling services to NYP and NYFRS. The estates strategies of both organisations would be reviewed to develop a single 'community safety estate' strategy that would seek to bring in other partners as well. Data analysis and the implementation of data sharing structures would be put in place to

strengthen collaborative working. A change review would be initiated to start discussions around the future senior management structure of NYFRS to identify where efficiencies might be made, though this would be implemented through natural attrition.

2.6 Conclusion

This LBC sets out the case for change and, in particular, how governance can drive the pace and scale of change. The preferred option, the Governance model, will bring benefits to the pace and scale of collaboration, the way in which the public are engaged in the delivery of fire and rescue services and relative low risk versus some of the other options. The Governance model will allow for acceleration of the existing programme of work in estates and further shared functions around support services, releasing benefits which could be used to invest in frontline services. The new model will provide a secure platform for emergency service reform in North Yorkshire.

3 STRATEGIC CASE: THE CONTEXT AND CASE FOR CHANGE

The Strategic Case sets out the legislative and strategic context for NYP and NYFRS collaboration and governance, summarises the case for change and sets out the opportunities and strategic risks. This provides the context and critical success factors for appraising the options. The Strategic Case sets out the context and drivers for change.

Introduction

The Strategic Case sets out the legislative and strategic context for NYP and NYFRS collaboration and governance, summarises the case for change and sets out the opportunities and strategic risks. This provides the context and critical success factors for appraising the options. The Strategic Case sets out the context and drivers for change. It does not assess the governance options, but provides information that is material to that assessment set out in the Economic Case. The Strategic Case does not recommend a particular option.

The Strategic Case is set out in four sections. The first section looks at the current makeup of the two organisations, their governance models and practices, their financial health, and the extent of current collaboration.

The second section details the drivers for change at a national and local level. It looks at national policy direction, service reviews and research evidence into the governance barriers to collaboration and into the impact on policing of the change to PCCs from Police Authorities. It also considers continuing financial pressures, and the change in public expectations and demands being experienced by both services.

The Strategic case then considers the local case for a change to the current model of any kind. It looks at local performance, financial considerations, and demand change, and the factors within these with which any future governance model must be able to deal. It then sets out the opportunities and visions for collaboration identified during the development of this business case, considering the possible impact of such opportunities for the public of North Yorkshire were they to be implemented.

Finally, the Strategic case sets out the critical success factors that are used in the Economic Case to assess the governance options, and the strategic risks which governance options must mitigate.

3.1 The local context

This section describes the local context for change, including the current emergency services landscape.

3.1.1 Introduction to North Yorkshire and City of York

Covering over 3,000 square miles, the county of North Yorkshire ranges from isolated rural settlements and farms to market towns and larger urban areas such as York, Harrogate and Scarborough. Outside of urban centres and market towns, North Yorkshire is sparsely populated, with 55% of the population living in rural areas and 17% of the population living in areas which are defined as super sparse (less than 50 persons/km).⁸ The population of the county has increased steadily, by 6% from 2001 to 2015, but is set to

⁸ North Yorkshire Joint Strategic Needs Assessment, 2015

grow less than the England average overall. The number of people in the older age groups within North Yorkshire is increasing at a higher rate than the England average.

The City of York is a university city and therefore has a different demographic make-up to North Yorkshire; the highest proportion of people in York is within the 20-24 bracket, followed by the 25-29 group.⁹ Population growth in York has been strong, between 2001 and 2011 York grew more than Yorkshire and Humber or England (9.4% compared with 6.2% and 7.2% respectively).¹⁰

Politically, North Yorkshire has two tier-one authorities – North Yorkshire County Council, which covers the Boroughs of Harrogate and Scarborough and the Districts of Richmondshire, Hambleton, Ryedale, Selby and Craven, and the City of York Council, which covers the City of York.

North Yorkshire and York are affluent overall, with pockets of deprivation. In North Yorkshire there are 18 (lower super output) areas amongst the 20% most deprived in England, the majority of which are in Scarborough district, two in Craven, one in Selby and one in Harrogate.¹¹ Scarborough also has higher than national average rates of child poverty and public health issues. Although York is the third least deprived city out of their national peer group of 64, York has pockets of very deprived areas which are masked by York's overall prosperity.¹²

North Yorkshire currently ranks as the safest county in England¹³, in terms of crimes per every 1000 people (45.3), North Yorkshire is also the fourth safest local force area in the UK.¹⁴ However, there are also pockets of higher-crime areas, and all areas of North Yorkshire continue to have significantly higher rates of people killed and seriously injured on the roads when compared with the national average.

The ageing population is leading to a number of long term health conditions and increasing numbers of people who are frail and vulnerable, which in turn can lead to risks around fire safety and crime. The North Yorkshire Fire and Rescue Service Integrated Risk Management Plan notes that the largest single 'at risk' group in the home is the elderly.¹⁵ Home Office customer segmentation analysis around those groups which are most likely to be affected by 'serious and organised crime' cites older people, living in rural or semi-urban areas as 'digitally vulnerable'. These residents have high levels of offline protection, however inexperience with technology makes them vulnerable to online crime and fraud.¹⁶

The large and rural nature of the county, coupled with the rising and aging population, brings significant challenges for public services, including policing and fire and rescue services, particularly as public demand and expectation remains high. A public consultation developed to inform the 2017 Police and Crime Plan found that the public want to see a focus on customer service and experience, a visible policing presence, they have a concern around preventing crime and a need to protect the most vulnerable in society. Crimes which cause the most concern are burglary and anti-social behaviour, while over the last five years, concern has grown most regarding online crime, fraud and child sexual exploitation.¹⁷

⁹ <http://www.healthyyork.org/the-population-of-york/specific-population-profiles/frail-elderly.aspx>

¹⁰ https://www.york.gov.uk/info/20037/statistics_and_information/79/census

¹¹ North Yorkshire Joint Strategic Needs Assessment, 2015

¹² <http://www.healthyyork.org/what-its-like-to-live-in-york/deprivation-and-prosperity.aspx>

¹³ <https://northyorkshire.police.uk/news/north-yorkshire-remains-the-safest-place-in-england/>

¹⁴ <https://www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator/>

¹⁵ Integrated Risk Management Plan, NYFRS, 2013/14 – 15/16

¹⁶ Serious and Organised Crime Protection: Public Interventions Model, Home Office

¹⁷ North Yorkshire Police and Crime Plan Consultation, buzzz, December 2016

Standalone public service delivery and silo working may not be able to deliver against these expectations. Simplified and more joined up local emergency services will be required to meet the changing needs of communities.

3.1.2 Local emergency services in North Yorkshire

North Yorkshire Fire and Rescue Service (NYFRS) and North Yorkshire Police (NYP) cover seven districts and the City of York within their combined boundaries. They are conterminous and service the needs of over 809,200 North Yorkshire and York residents.¹⁸

The North Yorkshire Fire and Rescue Authority (NYFRA), through the North Yorkshire Fire and Rescue Service, is responsible for delivering a number of services, including fire response services and other emergency incidents. The service also has a trusted role in community safety, prevention activity and in enforcing fire safety legislation. NYFRS also shares collaborative initiatives with Yorkshire Ambulance Service (YAS), NYP, other Yorkshire and the Humber FRSs and Cornwall FRS.

North Yorkshire Police is operationally responsible for the policing of the whole of North Yorkshire. It shares a number of collaborative initiatives with North East region forces (Cleveland, Durham, Northumbria, Humberside, West Yorkshire and South Yorkshire) as well as NYFRS and YAS.¹⁹

Both North Yorkshire Fire and Rescue and Police work closely with both North Yorkshire and City of York councils as well as 7 district councils and the YAS. North Yorkshire's characteristics also require police and fire to work closely with maritime and mountain rescue services, and two national park authorities.²⁰ The delivery landscape is therefore relatively complex and unique.

3.1.3 North Yorkshire fire and police service overview

North Yorkshire Fire and Police organisational summaries are shown below:

Table 3: Fire and Police organisational summary

	NYFRA	NYP (Chief Constable) / PCC (including OPCC)
Net expenditure (16/17)	£29.2m ²¹	£140.2m
Staff (16/17)	Total: 779 298 FTE whole-time staff 380 retained firefighters (headcount) 77 FTE support staff	Total ²² : 2,605 FTE, 9 FTE in the OPCC 1,375 FTE Officers 1,040 FTE staff*

¹⁸ Office of National Statistics, mid-2015 population estimate

¹⁹ <http://www.northyorkshire-pcc.gov.uk/police-oversight/governance/decisions/collaboration-agreements/>

²⁰ North Yorkshire Moors and Yorkshire Dales

²¹ Figures are draft and unaudited at time of writing

²² As at 31 March 2017

	NYFRA	NYP (Chief Constable) / PCC (including OPCC)
	15.5 FTE control room staff	181 FTE PCSOs (*of which 183 control room staff)
Coverage	North Yorkshire County Population: 602,300 ²³ City of York Population: 206,900 38 fire stations (5 whole time shift stations, 7 day crewed stations, 24 retained stations, 2 volunteer stations) and one HQ	North Yorkshire County Population: 602,300 ²⁴ City of York Population: 206,900 68 buildings (including 34 stations and one HQ)
Governance	North Yorkshire Fire and Rescue Authority (16 members)	Police and Crime Commissioner Chief Constable
Costs of Governance ²⁵	Estimated at ~£139k (76k for member direct costs and training, £40k for finance and audit costs, 23k for committee services and Monitoring Officer) (based on 15/16 actual data). This is detailed at Appendix 8.1.	Total 17/18 OPCC budget is £911k (includes PCC direct costs and OPCC staffing costs of £512k, statutory officer functions of £304k and services to the community of £94k). This is detailed at Appendix 8.1.

North Yorkshire Fire and Rescue Authority

NYFRS is governed by the North Yorkshire Fire and Rescue Authority, a Combined Fire and Rescue Authority which covers the areas of NYCC and CYC, an arrangement that has been in place since April 1996.²⁶

The Fire and Rescue Authority directs and monitors the role of NYFRS, and has the ultimate responsibility, as a corporate body, for decision-making on fire and rescue matters across the local authority areas of NYCC and CYC, in line with the Fire and Rescue Services Act, 2004.²⁷ NYFRA membership comprises of 16 locally elected representatives: 12 from NYCC and 4 from CYC. Members are appointed by the local authorities after each local election. NYFRA is supported by a Treasurer, Monitoring Officer (provided by

²³ Office of National Statistics, mid-2015 population estimate

²⁴ ibid

²⁵ It should be noted that the costs of governance of the NYFRA and PCC are not directly comparable. A significant amount of the FRA's statutory responsibilities are delegated to officers who are authorised to discharge specific functions, whereas the PCC has a small team that manages day to day responsibilities as well as independent scrutiny of the constabulary and the chief constable.

²⁶ <https://www.northyorksfire.gov.uk/about-us/who-we-are/fire-authority>

²⁷ <http://www.northyorksfire.gov.uk/about-us/who-we-are/fire-authority>

NYCC) and also other treasury management, committee and legal services provided by NYCC (see Table 5).

NYFRA has a number of committees to support its work; their duties are listed below and more details are held at Appendix 8.2.²⁸ The Fire and Rescue Authority also has a newly formed Collaboration Committee. The Appeals Committee and Appointments Committee meet only as required.

Table 4: NYFRA corporate structure

Governance Board	Purpose	Meeting Frequency
Fire Authority	Main decision-making body for all fire and rescue services.	4 per year
Audit and Performance Review Committee	Monitors, and receives reports on the performance of the Authority in respect of Government standards, the Authority's own Code of Governance, and monitors how the organisation is performing against its targets.	4 per year
Standards Sub-Committee	Promotes and maintains high standards of conduct in the Authority.	2 per year
Collaboration Committee	Established April 2017. Will work on behalf of the Authority to work across a wide range of partners to deliver collaboration projects. The Fire Authority Chair is the only voting member of the Fire Authority on this committee. The PCC sits on this committee and will, subject to consultation and agreement, also receive 1 vote.	6 per year
Pensions Board	Assists the Authority in its role as a scheme manager of the Fire Fighters' Pension Scheme.	1 per year
Appeals Committee	Hears and determines appeals against the decision of officers, where provision exists for appeals to a Member level body.	Ad hoc
Appointments Committee	Determines an appropriate recruitment package within existing policies as regards salary, benefits and removal expenses in respect of vacancies for the Chief Fire Officer/Chief Executive and his/her Directors. Evaluates, from time to time, the terms and conditions of these posts.	Ad hoc

North Yorkshire County Council and the City of York provide the following services to North Yorkshire Fire and Rescue Authority:²⁹

Table 5: Services provided to NYFRA by NYCC and City of York

Contractor	Title of Agreement	Description	Annual contract value (£)	Length of Contract
NYCC	Building Maintenance Contract Support	Building Maintenance including provision of Help Desk facility and measurement, valuation and invoice preparation of the Building Maintenance Contract works. Contract accessed through NYCC	£110,000	1 year
NYCC	Committee Services SLA and Legal Services SLA	Provision of committee and legal services	£81,570	3 years

²⁸ http://www.northyorksfire.gov.uk/useruploads/files/governance/2017-01-30_-_fire_-_members_handbook.pdf

²⁹

http://www.northyorksfire.gov.uk/useruploads/files/financial_information/contracts/contracts_2017/procurement_register_for_contracts_050217_pdf.pdf

Contractor	Title of Agreement	Description	Annual contract value (£)	Length of Contract
NYCC	Finance SLA – Finance	Provision of financial ledger, treasury management, risk management	£55,017	3 years
NYCC / City of York	Internal audit	Provision of internal audit services	£25,000	1 year
NYNET via NYCC	IT services	Wide Area Network provision	£95,000	1 year
NYCC	Finance SLA – Payroll	Managed payroll system	£21,252	1 year

North Yorkshire PCC

The Police and Crime Commissioner (PCC) is elected to hold the Chief Constable of North Yorkshire to account for the delivery of policing in North Yorkshire. The PCC has a wider duty to bring together community safety and criminal justice partners to reduce crime and support victims across North Yorkshire. The PCC is a separate legal entity to North Yorkshire Police and is an elected representative with key statutory responsibilities that include:

- Securing the maintenance of an efficient and effective local police force; and
- Holding the Chief Constable of North Yorkshire Police to account for the exercise of his functions and those of persons under his/her direction and control.

In addition, the PCC has retained responsibility for some enabling back office services; estates and logistics, technology, organisation and development and corporate communications functions for the wider force. The Chief Executive of the Office of the PCC is responsible for delivery of these services.

The PCC's corporate structure is shown below.

Table 6: PCC's corporate structure

Structure	Purpose	Meeting Frequency	Chair
Executive Board	Formal strategic board for NYP, directing delivery of, and assessing progress against, the Police and Crime Plan, and monitoring budgets and financial plans. Decision making responsibility rests solely with the PCC.	Bi-monthly	PCC
Public Accountability Meeting	PCC holds Chief Constable to account through public scrutiny for the efficiency, effectiveness and performance of the police.	Monthly	PCC
Joint Independent Audit Committee	Provides assurance and audit of corporate governance	Quarterly	Independent chair

The PCC has informal meetings with Chief Officers every week, and is able to take decisions outside of formal meetings.

The Chief Constable also has organisational meetings to facilitate the delivery of policing services.

The PCC and the Chief Constable are also members of the Regional Collaboration Board for the Yorkshire and Humberside region, and the Evolve Joint Governance Board for the Durham, Cleveland and North Yorkshire partnership. The Commissioners, Chief Constables, Chief Executives and other relevant staff and

officers meet regularly to ensure these police services are working well together and to forward collaboration strategy and practice where possible.³⁰

North Yorkshire Police and Crime Panel

The Police and Crime Panel (PCP) provides checks and balances on the work of the PCC. The Panel scrutinises how the PCC carries out her statutory responsibilities providing constructive challenge, but also supporting the Commissioner in her role in enhancing public accountability of the police force. NYCC is the responsible authority for the North Yorkshire Police and Crime Panel. The Panel comprises: one elected representative from each of the district authorities; one from the County Council and two from the City of York. In addition, three individuals that have been co-opted, of these two are independent 'community' members and one is an elected member.³¹ NYCC received £66,180 in grant from the Home Office for the 2016/17 financial year to be able to support the Panel.

North Yorkshire Police

North Yorkshire Police is operationally responsible for the policing of the whole of North Yorkshire.³² The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services provided by North Yorkshire Police. The Chief Constable is held to account by the Police and Crime Commissioner for North Yorkshire.

3.1.4 Current collaboration picture

NYFRA and NYP have had a long-standing commitment to collaborate, but progress has been slow and there is no formal governance to drive such collaboration (although a new committee has recently been established by NYFRA). In December 2013, both organisations confirmed their commitment for collaboration in a vision and Statement of Intent for Improving Public Safety.³³ The vision was as follows³⁴:

“The aim of this programme of work is to deliver by 2020 a Police Service and a Fire & Rescue Service for North Yorkshire and the City of York which retain their respective identities, legislative duties, powers and responsibilities, and governance arrangements, but which share an integrated suite of business support and community safety prevention services where it makes sound operational and business sense to do so. The communities of North Yorkshire and York will continue to enjoy discreet Police and Fire & Rescue Services but will see two of their blue light services functioning as a virtual combined service in terms of business support and prevention.”

Specifically, this sought to gain opportunities for collaboration in terms of:

- Operational synergies in the services provided, particularly those that prevent harm to our communities;
- Similarities in organisational culture of 24-7 emergency services provision across a wide and diverse geography;
- A shared context in relation to national funding reductions and a need to cut non-frontline costs;
- A co-terminous boundary that encompasses a large and logistically challenging territory;
- An innovative approach to service re-design;
- Parallel work developing across the country between Fire and Police Services.

³⁰ <https://www.northyorkshire-pcc.gov.uk/police-oversight/governance/regional-governance/regional-collaboration/>

³¹ <http://www.nypartnerships.org.uk/pcp>

³² <https://northyorkshire.police.uk/content/uploads/2015/08/Top-level-Forcewide-Organisation-Structure-Chart-May16-Update-1.pdf>

³³ <http://www.northyorkshire-pcc.gov.uk/content/uploads/2013/12/Statement-of-Intent-221113-FINAL.pdf>

³⁴ Fire and Police Steering Group, Monday 8 July 2013

The Statement of Intent goes on to say that:

“This alliance, whilst not exclusive of other partnering opportunities that may offer a greater return on investment, would create a principal partner position through to 2020 and beyond. This partnership will exploit all opportunities for the sharing of services in the functions of:

- *Community Safety*
- *Command and Control*
- *Training Facilities*
- *Transport Management*
- *HR / Personnel Services*
- *Training & Development*
- *Finance*
- *Estates including a shared Headquarters in the northern area*
- *Health and Safety*
- *Communications*
- *Planning*
- *IT*
- *Data Management*
- *Legal Services*

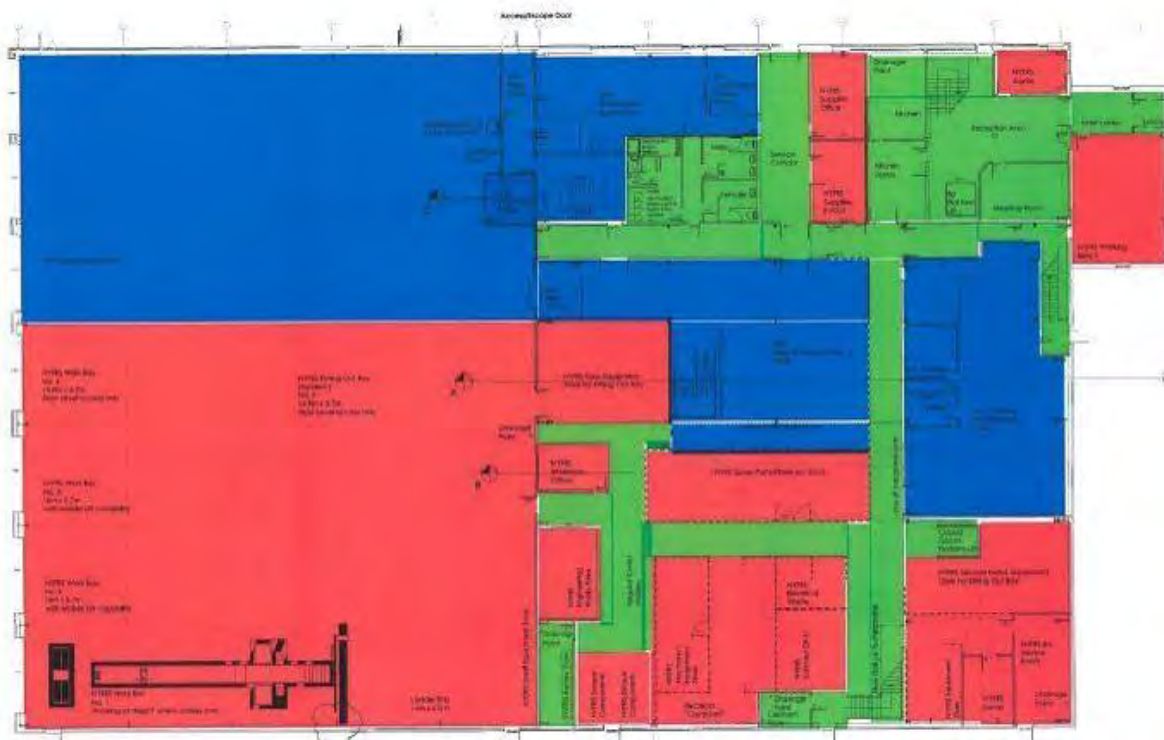
The scoping, costing and delivery of these opportunities, will be governed under joint scrutiny arrangements through a Programme Board and Steering Group. Any disputes or changes to the scope will be dealt with at these forums.”

At the time, much was made of this agreement, with joint press statements and joint interviews with the press by the PCC and Chair of NYFRA. A Strategic Steering Group (comprising the Chief Constable, Deputy Chief Constable, PCC, Chief Executive of the OPCC, Chair of the Fire Authority and Chief Fire Officer) was set up to direct progress against a programme of collaborative work that included a third entity to deliver support services, estates and fleet, training, and the expansion of joint community safety services. However, the opportunities identified in the Statement of Intent and vision outlined above, have not yet been delivered under the collaborative approach and the Steering Group meetings ended in May 2014. This is despite a successful Police Innovation Fund bid to provide funding for the investigation of creating a Support Services Delivery Model, or third entity, which would have seen support services provided to each service by an independent organisation.

An external contractor was commissioned to draw up the specification for the third entity which was delivered in February 2014, recommending a wholly-owned company with the PCC, Chief Constable and NYFRA as members. The concept did not move forward, with minutes from Steering Group meetings in March and May 2016 showing that there were a wide range of possible approaches and neither service was willing to commit to the idea.

Of the list of possible areas of collaboration outlined above, some progress has been made. Estates and fleet collaboration has progressed. There is now a limited joint estates strategy where certain projects have been identified for co-location of fire and police stations and in some cases this includes YAS as well. A flagship project is the Joint Transport Logistics Hub in Thirsk where fleet servicing requirements have been co-located. However, as the image below shows, integration is limited with services occupying separate halves of the site, with some shared areas. In practice, currently two separate teams are working in two garages on the same site. While discussions are on-going, there is currently no sharing of staff or management of these services. Figure 1 below shows the NYFRS areas as red, NYP areas as blue and joint areas as green.

Figure 1: NYFRS and NYP joint Transport Logistics Hub, Thirsk



Work on sharing training and development services was also initiated and stalled.

The agreement to undertake further joint community safety services was based on a successful, albeit not formally evaluated, pilot carried out in the predominantly rural Bedale and Richmond area. On the basis of this it was agreed that the joint working model needed to be tested in an urban context, and the decision was made to integrate the pilot into the Community Safety Hub in Scarborough. This hub allows for information to be shared within a collaborative, co-located office space to improve joined-up response to individual cases, although work is now carried out independently by each service rather than together as was the case in the rural pilot. Collaborative initiatives have therefore fallen short of the vision set out by the Statement of Intent for closer, more integrated support functions to date. They have predominantly focussed to date on some specific initiatives within back office services i.e. transport and logistics, estates and procurement and some particular frontline initiatives, around community safety and road safety. These are summarised in Table 7.

Table 7: Current NYFRS and NYP collaboration initiatives

Collaboration initiative	Partners	Detail
Transport and Logistics - Thirsk	NYP and NYFRS	Co-location of NYP and NYFRS Transport and Logistics functions.
Shared Transport and Logistics Manager	NYP and NYFRS	Shared post across NYP and NYFRS on a fixed term basis. This arrangement was ended by NYFRS on 31/03/17, but as of 15/06/17 discussions have restarted.
Co-location and estates sharing	NYP and NYFRS (possibly YAS)	Co-location of fire and police at Bedale since 2003. Plans in place for co-location of fire and police at Ripon, possibly with the Ambulance Service.
Integrated Community Safety Hub - Scarborough	NYFRS, NYP and other agencies	NYFRS Community Safety Officers, NYP and other agencies work out of the centrally located town hall and as such are able to communicate more effectively with one and other when providing a multi-agency approach to preventative measures and other issues. The success at Scarborough is now being

		extended into other areas with the creation of hubs in York, Harrogate and Selby.
Driver training – Coxwold House, Easingwold	NYP and NYFRS	Relocation of police driver training to the NYFRS training centre in Easingwold (a PFI site with an adjacent building that has spare capacity).
Procurement	NYFRS and NYP	Joint procurement for some services.

In addition to the initiatives outlined above, NYFRS, NYP and other agencies have been working together through the 95 Alive York and North Yorkshire Road Safety Partnership. This is a partnership with local authorities, introduced in line with statutory requirements as part of the Road Traffic Act 1988. It works to educate, inform and train, with the aim of lowering the number of road casualties across York and North Yorkshire.

While the Statement of Intent suggests that more could have been achieved in the last three years, these initiatives have produced some positive outcomes, although many are only in early development. An independent evaluation of the Scarborough Borough Council Community Impact Team (CIT) in October 2016³⁵ provided a positive appraisal of the work undertaken in the Scarborough hub, especially around engaging with the community *“old entrenched suspicions of those who have been seen in the past as authority figures has changed in response to the considerable efforts out in communities by the CIT.”*

Collaboration has been more extensive with partners outside of North Yorkshire to date. NYP has worked with other North East region forces since ~2012 on joint initiatives and NYFRS shares collaborative initiatives with Yorkshire Ambulance Service (YAS) and the other Yorkshire and the Humber FRSs and Cornwall FRS. Details of these activities can be found in Appendix 8.3.

Spend on collaboration by North Yorkshire Police is, however, below the national average. North Yorkshire Police forecast³⁶ that it would spend £4.2m in 2016/17 on collaboration with other police forces. This is 2.9% of its net revenue expenditure (NRE), which is lower than the England and Wales average of 11.9%. Data provided to HMIC for an upcoming inspection shows an increasing spend on collaboration, 4.4% of NRE in 16/17 rising to 5.9% of NRE in 17/18.³⁷ In terms of collaboration with non-police organisations, NYP forecast that it would spend £0.3m in 2016/17 on collaboration. This is 0.2% of net revenue expenditure (NRE), which is lower than the England and Wales average of 3.4%. There is no national benchmarking on the level of collaboration for fire, but an estimate from NYFRS Finance is that a comparable figure for NYFRS (on collaboration with all agencies, including non-fire) is ~6% of expenditure. Based on this data therefore, NYFRS currently delivers a greater proportion of its services in joint delivery models with other agencies than NYP, but still represents a small percentage of its overall expenditure.

It should also be noted that whilst collaboration can bring significant benefits in terms of scale, more efficient use of resources, improved non-financial outcomes and sometimes financial benefits, it also brings complexities in delivery. It requires a robust benefits realisation process to be in place to enable the success of the initiative to be measured. This needs to be supported by efforts to support culture change and the appropriate data and intelligence. Longer term, it requires effective governance and performance frameworks to be in place for the shared service to continuously improve and to ensure that the service still meets the outcomes required. These are all learnings of a recent NYP review of collaboration. On review by the PCC at the NYP Corporate Delivery and Scrutiny Board, it was concluded that one of the difficulties of

³⁵ Scarborough Borough Council Community Impact Team (CIT). External evaluation report by Professor Bryan R. M. Manning. 14th October 2016

³⁶ [PEEL: Police efficiency 2016 - An inspection of North Yorkshire Police](#)

³⁷ NYP return for HMIC; NYP Finance. Note that this does not include expenditure in relation to national police schemes such as NPAS.

collaboration even between police services is the involvement of multiple governance bodies.³⁸ The experience of NYFRS and NYP to date can be drawn on to ensure sustainable development of future collaboration, as well as the experience of other local public partners in local government and health who have significant experience of collaborating.

Attempted merger of NYFRA with Humberside Fire and Rescue Authority

NYFRA has also independently recognised the opportunities for improved resilience and cost reduction through collaboration. During 2016, it reviewed options independently for potential wider collaboration. This included considering a merger with Humberside FRA (HFRA) in order to improve resilience and reduce costs in governance and management. Following feasibility work and review of a business case, a Special Meeting of HFRA on 11 November 2016 agreed to “...not progress the option of a ‘fire-fire’ merger with North Yorkshire Fire and Rescue Authority but ... [to] continue to explore all collaboration opportunities with North Yorkshire Fire and Rescue Authority short of a full merger”.³⁹

This leaves the opportunity to achieve greater efficiency and effectiveness through enhanced collaboration within North Yorkshire between fire and police, and fire, police and wider partners, as well as for the fire service to collaborate with other fire services on specialist functions.

Appetite for collaboration

Although the Statement of Intent still holds, the PCC, Chief Constable and NYFRS all now have a more ambitious agenda around collaboration, albeit not currently joint, to build greater resilience within their services to protect and serve communities in North Yorkshire, a purpose they both share.

NYFRA recently initiated a joint Collaboration Committee, shortly after the Policing and Crime Act was given Royal Assent, with health services, NYP and other local emergency services providers. In February 2017, the Fire and Rescue Authority agreed a ‘Collaboration Vision and Mission’⁴⁰ for NYFRS:

- For York and North Yorkshire to become a beacon of best practice for collaboration, that will improve outcomes for all of its citizens; and
- To realise the full potential of collaboration by the FRS with a wide range of partners to deliver improved public safety and wellbeing outcomes for the citizens of York and North Yorkshire in the most efficient and effective way.

It is also evidenced in the PCC’s recent Police and Crime Plan⁴¹ which states that “*we will reach out to partners and drive innovation forward to enhance policing, public protection, community safety and local justice services.... [We will] Fully embrace the opportunities presented by the 2017 duty to collaborate between ‘blue light’ services to deliver a more efficient and effective response that improves public safety and the resilience of services in our community.*”

3.1.5 PCC’s vision for local policing

The latest Police and Crime Plan has a renewed focus on supporting the most vulnerable in North Yorkshire, which will provide a focus for partners to engage with. In order to meet this objective it describes a local policing model that must engage local partners to keep the residents of North Yorkshire safe and prevent harm. In particular, this instils a focus on ‘primary prevention’ - “*we will have a specific emphasis on ‘primary*

³⁸ Corporate Performance, Delivery & Scrutiny Board, April 2017

³⁹ [http://www.humbersidefire.gov.uk/uploads/files/HFA_\(Special\)_Mins_111116.pdf](http://www.humbersidefire.gov.uk/uploads/files/HFA_(Special)_Mins_111116.pdf)

⁴⁰ NYFRA, Collaboration Report, 17th February 2017

⁴¹ NY Police and Crime Plan, 2017-2021

*prevention', by which we mean intervening earlier alongside the most appropriate partners, to prevent potential harm or the escalation of problems*⁴² through a neighbourhood policing model.

At the core of this, is an approach to early intervention and prevention, as recently emphasised by the Chair of the National Police Chiefs Council (NPCC). *"If we are to think wisely about demand then we need to think about the whole system – we need to work with partner organisations to take mainstream policing upstream, focusing on prevention and early intervention."*⁴³

A recent review of neighbourhood policing also defined a successful neighbourhood policing model as one which:

- Engages with all sections of the community;
- Focusses on prevention and early intervention work to stop issues escalating;
- Focusses activity on repeat calls for service (victim / offender and location) reducing overall demand on NYP;
- Develops problem solving approaches to focus on threat, harm, risk and vulnerability that supports victims and communities and targets offenders;
- Works closely with partners developing integrated ways of working through delivery models such as troubled families, integrated offender management , the no wrong door programme and safeguarding arrangements including mental health;
- Uses the skills of volunteers, special constables and watch scheme members and work with other voluntary sector organisations for the benefit of the community.

Existing NYP strategic plans are clear that keeping the local public safe cannot be delivered in isolation.

3.1.6 Local context summary

NYFRS and NYP cover the same North Yorkshire and York boundary, the same populations and needs, which are overall rural, with a few urban areas and the City of York. The organisations are governed and organised differently, with the Authority model governing fire and rescue services and the PCC holding the police Chief Constable to account. A Statement of Intent in 2013 marked the ambition for collaboration between NYFRS and NYP and the start of a process to collaborate on specific initiatives where possible (community safety, estates and some procurement). However, the work completed through this process has been limited to date and greater ambition and opportunity now exists. Future governance arrangements need to be capable of supporting this greater ambition.

3.2 Drivers for change

There are policy, efficiency, financial and operational trends at national and local level that are also driving the need for increased collaboration between fire and police services and the need to consider changes in governance.

3.2.1 The national policy agenda for closer emergency service collaboration

There is a strong policy driver for closer working between emergency services. In the Conservative Party manifesto of 2015, the government committed to deliver greater joint working between the police and fire service. As part of implementing this commitment, the Home Office took over ministerial responsibility for fire and rescue policy from the Department for Communities and Local Government in January 2016. In January

⁴² NY Police and Crime Plan, 2017-2021

⁴³ *"We Must 'Re-Imagine' Policing In The UK"* - Police Foundation's annual John Harris Memorial Lecture – NPCC Chair Chief Constable Sara Thornton (2015)

2017, the Policing and Crime Act received Royal Assent. It places a high level duty to collaborate upon all three emergency services (including the ambulance service) in order to improve efficiency or effectiveness.⁴⁴ The Conservative Party manifesto in 2017 set out an increased role for PCCs in co-ordinating community safety provision, with plans for PCCs to sit on local Health and Wellbeing Boards and taking on greater co-ordination of the criminal justice system.

The Act also enables PCCs to form part of the governance of their local fire and rescue authority either through sitting on the fire and rescue authority, or taking overall responsibility for fire and rescue services. This is subject to tests to ensure that changes will deliver improvements in economy, efficiency and effectiveness; or public safety.

In setting out the measures, the then Home Secretary said that she believed *“that it is now time to extend the benefits of the Police and Crime Commissioner (PCC) model of governance to the fire service when it would be in the interests of economy, efficiency and effectiveness, or public safety to do so⁴⁵”*. The nature of that change would be *“bottom up, so that local areas will determine what suits them in their local area”⁴⁶*

It is also envisaged that there will be a national inspectorate for fire and rescue, similar to Her Majesty's Inspectorate of Constabulary (HMIC). This is likely to increase scrutiny and transparency of fire and rescue service effectiveness and performance, and drive the adoption of standards that enable better comparative assessment of performance.

The case for change was reinforced by the Policing and Fire Minister, Brandon Lewis, in a speech to the Association of PCCs (APCC) and the National Police Chiefs' Council (NPCC) in November 2016, where he said that *“while collaboration between the emergency services is showing an encouraging direction of travel, it is not consistent across the country and we need to be doing more to ensure collaboration can go further and faster and to not get trapped into saying ‘we don't do that around here’.... By overseeing both police and fire services, I am clear that PCCs can drive the pace of reform, maximize the benefits of collaboration and ensure best practice is shared... I expect the pace and ambition of collaboration to increase and for it to become the norm.”⁴⁷* He made it clear that the Government will not be willing to accept the 'status quo' where there is a compelling case for enhancing police and fire collaborative initiatives.

The 'Policing Vision 2025' - set out by the APCC and NPCC in November 2016 - also sets out a number of areas where closer collaboration with local partners, including other emergency services, can help improve public safety and deliver value for money. These include ensuring a whole system approach locally to public protection, and a whole place approach to commissioning preventative services in response to assessments of threat, risk and harm and vulnerability. It also highlights the opportunities for enabling business delivery through shared services.⁴⁸

Delivery of the national policy agenda requires effective governance that can drive change locally at pace. There is an opportunity for North Yorkshire to work towards delivering the benefits of joint working between emergency services to improve outcomes for local people.

⁴⁴ <https://www.gov.uk/government/collections/policing-and-crime-bill>

⁴⁵ <http://www.publications.parliament.uk/pa/cm201516/cmhansrd/cm160307/debtext/160307-0001.htm>

⁴⁶ <http://www.publications.parliament.uk/pa/cm201516/cmhansrd/cm160307/debtext/160307-0001.htm#1603078000001>

⁴⁷ <https://www.gov.uk/government/speeches/brandon-lewis-speech-to-apcc-npcc-joint-summit-on-emergency-services-collaboration>

⁴⁸ Policing Vision 2025, November 2016, NPCC and APCC

3.2.2 A drive towards increased efficiency and effectiveness, to improve service delivery

There have been a number of major reviews of fire and rescue and police services in recent years that have also highlighted the need for change, including greater collaboration and the importance of effective, enabling governance to achieve this.

The Knight review of efficiencies and operations in fire and rescue authorities⁴⁹

In December 2012, the then Government commissioned Sir Ken Knight, the outgoing Chief Fire and Rescue Advisor (2007 to 2013), to conduct an independent review of efficiency in the provision of fire and rescue in England. His report 'Facing the future: findings from the review of efficiencies and operations in fire and rescue authorities in England', published in May 2013, noted that: *"efficiency and quality can be driven through collaboration outside the fire sector, particularly with other blue-light services"* and recommended that: *"national level changes to enable greater collaboration with other blue-light services, including through shared governance, co-working and co-location, would unlock further savings"*. The review highlighted the need for greater collaboration and less customisation in fire and rescue service provision.

He noted that £17 million could be saved if authorities adopted the leanest structure in their governance types, and that Authority Members needed *"greater support and knowledge to be able to provide the strong leadership necessary to drive efficiency. Scrutiny of authorities and services varies considerably, some more robust than others"*.

The review did not make any firm conclusions on governance but observed that elected PCCs were introduced because police authorities were not seen as providing enough scrutiny and accountability to the public and that *"a similar model for fire could clarify accountability arrangements and ensure more direct visibility to the electorate."* He added that if PCCs were to take the role, the benefits would need to be set out clearly both in financial terms and in increased accountability and scrutiny for the public.

The Thomas review of conditions of service for fire and rescue staff in England⁵⁰

Adrian Thomas was appointed to investigate further the barriers to change that had been suggested by Sir Ken Knight. The Thomas report was published on 3 November 2016, although his work (largely completed by February 2015) preceded the publication of the Policing and Crime Act. North Yorkshire Fire and Rescue Service was visited as part of his fieldwork, although he notes that the report should be read as applying to all 46 authorities.

He noted that *"the economies of scale driving greater opportunities for operations, communication, and use of resources/staffing, together with the elimination of duplication (particularly in the introduction of new technology, equipment or working practice) are all powerful arguments for reducing the number of authorities. But the greatest opportunity must be in bringing together support functions and decreasing the ratio of managers to staff."*

He also spoke of the 'formality and inflexibility' which fire authorities together with their sub-committees could introduce (46 fire and rescue services have approximately 800 elected councillors sitting on fire authorities or associated committees), which he believed *"could cause further resistance to any future change"*. Chief Fire Officers interviewed spoke of *"the burden of managing this weighty political oversight"*.

⁴⁹ Sir Ken Knight (2012), Facing the future: findings from the review of efficiencies and operations in fire and rescue authorities in England, Home Office

⁵⁰ Adrian Thomas (2016), Conditions of service for fire and rescue staff: independent review Home Office

The National Audit Office report on the financial sustainability of fire and rescue services⁵¹

Published in 2015, the National Audit Office report found inadequacies with local and central accountability and scrutiny mechanisms. It stated that authority members would want to take advice from their chief fire officer, and receive briefings from the services' senior managers, and whilst this provided them with technical information, it did not necessarily provide them with an independent technical basis on which to assess it. The report identified that elected members need technical support to enable them to make independent judgements on the strategies and performance of their service. These findings are similar to those reached by HMIC and the Audit Commission in 2010 when jointly inspecting police authorities. They concluded that, while most police authorities were effective in scrutinising everyday performance and holding forces to account in delivering their priorities, most were not taking a sufficiently strategic lead in shaping policing in the longer-term or doing enough to drive collaboration.⁵²

HMIC report on policing in austerity

In 2014, the HMIC published 'Policing in Austerity: Meeting the Challenge', which commended police forces for the way they had responded to the challenge of austerity but noted that collaboration was complex and fragmented and not materialising in the majority of forces.⁵³

This overview of reviews is not exhaustive but, in summary, suggests that there have been several reviews over recent years that have independently highlighted the need for reform within the fire and rescue service nationally. In addition, it has been found that the benefits of emergency services collaboration, including collaboration across police forces, are not being fully realised. The Policing and Crime Act 2017 allows for something which no previous legislation on collaboration has done, however, which is a wholesale change in governance to streamline decision making and facilitate closer working.

3.2.3 There is significant evidence that governance is a critical enabler of successful collaboration

There is a body of research on what is required for collaboration to be effective, and governance is a key component. Single, streamlined governance can accelerate reform and improve public visibility, although research suggests there are limits to the degree of acceptable integration between police and fire.

National good practice

Research into the effectiveness of fire and police across the country has identified a number of governance barriers to achieving sustainable collaboration. Changes in governance may therefore be necessary to driver deeper and more effective collaboration in North Yorkshire.

Research as part of the Emergency Services Collaboration Working Group indicates that complex governance involving multiple organisations is likely to make it harder to deliver significant collaboration initiatives quickly and effectively. There are examples nationally where savings have been made as a result of collaboration where a "*robust governance architecture*" has been a strong enabler of collaboration but that "*large-scale collaborations and the related investment and change programmes are usually complex and often challenging*".⁵⁴

The report acknowledged that another strong enabler of collaboration was the importance of retained brand identity: "*All three blue light services have easily recognisable identities in the public, and media perception*

⁵¹ Financial sustainability of fire and rescue services, NAO, 2015

⁵² Learning Lessons: an overview of the first ten joint inspections of Police Authorities, HMIC and the Audit Commission, 2010

⁵³ Policing in Austerity: Meeting the Challenge, HMIC, 2014

⁵⁴ <http://publicservicetransformation.org/images/articles/news/EmergencyServicesCollabResearch.pdf>

is that, although they may suffer ups and downs, the services are generally strong and respected. Retaining the best features of these identities whilst working towards closer collaboration and shared resources was seen as important".⁵⁵

The evidence suggests that governance structures, be they local or national, can serve to facilitate or frustrate collaboration in equal measure. It is essential therefore, that collaboration is underpinned by a greater alignment of governance structures to ensure the success of any further and future joint working and ultimately greater integration.

The government response to the Home Affairs Select Committee (HASC) also noted in relation to governance that: *"As the Committee itself has recognised, PCCs have provided greater clarity of leadership for policing within their areas and are increasingly recognised by the public as accountable for the strategic direction of their police forces...In driving collaboration, in pursuing Commissioner-led campaigns, and through their increasingly prominent multi-agency leadership role, it is clear that the PCC model is now making a difference in many areas in England and Wales"*.⁵⁶

International good practice

There is international good practice and some evidence about the benefits of integrated governance between police and fire in achieving improvements in service delivery, but that deeper integration between fire and police presents risks and has been less successful.

Gerald T. Gabris et al⁵⁷ explored various models of service consolidation in local government and found that the speed of decision-making, transparency, visibility, and accountability of an elected official has brought a dividend to the depth and breadth of collaboration, with improvements in public service and public confidence.

Wilson and Weiss also found in their 2009 study of consolidations in the US⁵⁸ that the control through a single governance structure was highlighted by many of those involved as a key driver in achieving coherent consolidation.

In other cases, the evidence is less conclusive: a 2015 Wilson and Grammich study⁵⁹ reported that *"in recent years, a growing number of communities have consolidated their police and fire agencies into a single "public-service" agency. Consolidation has appealed to communities seeking to achieve efficiency and cost-effectiveness"*.

However they also found that *"some communities have even begun to abandon the model. Exploring the reasons for disbanding can help cities considering the public-safety model determine whether it is right for them."*⁶⁰ One reason is preserving 'brand identity' – the ICFA noted that *"the fire/EMS service typically enjoys a position of trust in the community that transcends fear of authority or reprisal. Law enforcement's mission to prevent crime from different threats creates varied public opinion and re-action, including being perceived*

⁵⁵ Ibid

⁵⁶ The Government Response to the 16th Report From the Home Affairs Select Committee 2013-14 HC 757: Police and Crime Commissioners: progress to date, December 2014

⁵⁷ Alternative Service Delivery: Readiness Check: Gerald T. Gabris, Heidi O. Koenig, Kurt Thurmaier, Craig S. Maher, Kimberly L. Nelson, Katherine A. Piker, Alicia Schatteman, Dawn S. Peters, Craig Rapp 2015

⁵⁸ Public Safety Consolidation: What Is It? How Does It Work? Jeremy M. Wilson, Alexander Weiss et al: Be on the Lookout: A continuing publication highlighting COPS Office community policing development projects 2 August 2012

⁵⁹ Deconsolidation of Public-Safety Agencies Providing Police and Fire Services: J. Wilson & Clifford A. Grammich; International Criminal Justice Review 2015, Vol. 25(4) 361-378 2015

⁶⁰ Ibid

as a *threat*.⁶¹ This suggests that there will be public limits to the value and acceptability of police and fire integration.

3.2.4 There are continuing financial pressures

Police and fire services have already dealt with, and continue to face major financial pressures which means that both services must continue to consider different delivery approaches, such as collaboration or new operating models.

Fire and rescue funding national picture

Funding for fire and rescue authorities has fallen significantly between 2010-11 and 2015-16. Funding for stand-alone authorities fell on average by 28%. Once council tax and other income is taken into account, stand-alone authorities received an average reduction in total income ('spending power') of 17% in real terms.⁶² The National Audit Office noted in November 2015 that the sector had coped well to date with financial challenges, although commented that investment in prevention activities has reduced as a whole between 2010 and 2015.⁶³

Furthermore, there are major changes to local government funding taking place. Nationally, the Government is committed to a manifesto pledge to introduce 100% local retention of business rates by the end of this Parliament. Plans for local authority revenue funding in the interim were set out in the 2016-17 local government finance settlement which provided funding details up to 2019-20. The settlement as a whole involves a 7.8% (2% per annum) real-terms cut in spending power (council tax plus government grants including business rates) from 2015-16 to 2019-20. This is an easing in revenue income pressures experienced to date by authorities.⁶⁴

Police national financial picture

In the October 2010 spending review, the Government announced that central funding to the police service in England and Wales would be reduced in real terms by 20% in the four years from March 2011 to March 2015.⁶⁵ In 2014, HMIC commended forces for the way they had responded to the challenge of austerity in minimising the effect of cost reductions on the services that the public received. They noted, however, that extensive collaboration was not materialising in the majority of forces, although they recognised that it was a complex and fragmented picture.⁶⁶

On 25 November 2015, the then Chancellor announced that police spending would be protected in real terms over the forthcoming Spending Review period, when precept was taken into account. The then Minister of State for Policing, Crime and Criminal Justice noted that *"police forces are working more closely than ever before to reduce costs and duplication, and have started to work more closely with other emergency services through co-location and collaboration in areas such as fire and mental health."*⁶⁷

⁶¹ International Association of Fire Chiefs Position: Consolidation of Fire/Emergency and Law Enforcement Departments and the Creation of Public Safety Officers ADOPTED BY: IAFC Board of Directors on January 23, 2009

⁶² Impact of funding reductions on fire and rescue services, NAO, November 2015

⁶³ Ibid

⁶⁴ Local Government Overview, NAO, October 2016

⁶⁵ <https://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/policing-in-austerity-meeting-the-challenge.pdf>

⁶⁶ Ibid

⁶⁷ <https://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2015-12-17/HCWS426/>

Since then, the Government has been clear that existing arrangements for distributing core grant funding to police force areas in England and Wales need to be reformed. These arrangements are complex, outdated and reflect a picture of policing risk and demand which has moved on and – fundamentally – are borne out of the interaction between separate Home Office and DCLG funding formulae which can no longer be updated. The Minister of State for Policing and the Fire Service wrote to all PCCs on 14 September 2016 setting out plans for continuing work to review these arrangements, focussed on developing a new Police Core Grant Distribution Formula. The first stage of this work has been a period of detailed engagement with the policing sector and relevant experts and any final decisions on implementation of a new formula will follow during 2017 and come into place in April 2018.⁶⁸

3.2.5 Public expectations for quality and transparency of services are higher than ever

Set alongside the financial pressures, social, technological and demographic changes mean that the public of today expect more than ever of our public services. As described by Reform in 2015, *“expectations have never been higher. In almost every area of life, there is more choice, more readily, more digitally available, more attuned to our needs, more personalised and less patronising than ever before. We must make it so with public services too.”*⁶⁹ Services need to be cost-effective and sustainable for the future, but also faster and more responsive to people’s needs.

A reform agenda nationally was set out in 2010 to develop principles for making government more open, innovative and digitised.⁷⁰ The public sector has responded to this positively, with residents able to access open data and be more involved in local public services in many more ways than ever before.

Both fire and PCC governance models need to meet assurance and transparency requirements.

A key part of the FRA’s Governance Framework is the Local Code of Corporate Governance. The Code concentrates on six ‘core principles’ with which any local authority should be able to demonstrate compliance, one of which is around the ‘the taking of informed and transparent decisions which are subject to effective scrutiny and risk management.’ As regards the transparency of information, amongst other requirements, the code requires the FRA to⁷¹:

- Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording criteria, rationale and considerations on which decisions are based;
- Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints;
- Ensure that those making decisions whether for the Authority or a partnership are provided with information that is relevant timely and gives clear explanations of technical issues and their implications;
- Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.

PCCs however have additional express legal obligations to ensure transparency such as the duty required by statute to publish documents and information as set out in the Elected Local Policing Bodies (Specified Information) Order 2011 and the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012. Specifically they need to publish data on the following questions:

- Who is your PCC and what do they do?
- What do PCCs spend and how do they spend it?

⁶⁸ <https://www.northyorkshire-pcc.gov.uk/decision-notice/042017-medium-term-financial-plan-201718-202021-capital-plans-201718-202021/>

⁶⁹ Public services: from austerity to transformation, Reform, 2015

⁷⁰ <https://www.gov.uk/government/speeches/future-of-government-services-5-public-service-reform-principles>

⁷¹ Audit and Performance Review Committee, Annual Governance Statement, April 2016

- What are the PCC’s priorities and how are they delivered?
- How do PCCs make, record and publish their decisions?
- What policies and procedures govern the Office of PCC?
- Provision of public access to a Register of Interests.

Alongside transparency requirements, PCCs have also demonstrated that they can act as a catalyst for wider service transformation, acting as a driver and initiator of change, and providing stronger independent leadership, scrutiny and challenge. They have achieved this through simplifying decision-making, good risk management and engagement with wider partners. A Police Foundation report in 2016⁷² stated that PCCs had “*unlocked innovation in policing policy*” and that having a “*full time public official focused on public safety*” had led to new ways of doing things. The report highlighted five ways in which PCCs have unlocked innovation:

- Increased collaboration – through greater partnership working with other agencies, criminal justice diversion and joint commissioning of services
- Use of soft power – through being an elective official with a public a voice to influence leaders of partner agencies
- Leveraging the evidence base – through their remit to try new things and ability to commission robust evaluations of new initiatives
- Increased public engagement – through more open dialogue with the public and catalysing broader debate
- Use of technology – through increasing visibility through more agile and mobile working, digital evidence capture and digital public contact.

Closer governance between fire and rescue and policing could therefore drive public service transformation harder and faster. Potential benefits include the development of more innovative integrated service delivery to address the causes of offending behaviour early, before escalation that requires more costly public service intervention, and the further development and extension of services across North Yorkshire. The various governance options’ ability to enable this is considered in more depth later in the Economic Case.

Studies have also shown wider benefits of transparency and engagement resulting from the PCC model. The National Audit Office (NAO) reviewed police accountability in 2014. In reviewing the PCC governance model they found that “*A single person may be able to make decisions faster than a committee and could be more transparent about the reasons for those decisions*”.⁷³ Similarly, in *Tone from the Top* in 2015, the Committee on Standards in Public Life reported that “*PCCs represent a deliberate and substantial strengthening of... policing accountability. The model is one of ‘replacing bureaucratic accountability with democratic accountability’*”.⁷⁴ In addition to speed and transparency of decision-making, the NAO outlined further potential benefits around the “*scope to innovate, to respond better to local priorities and achieve value for money*”.⁷⁵ They also noted the significant increase in public engagement which police and crime commissioners have delivered, compared with police authorities (over 7,000 pieces of correspondence are received by PCCs per month, and there are 85,000 website hits).

⁷² The Police Foundation (2016), *Reducing crime through innovation: the role of PCCs*

⁷³ <https://www.nao.org.uk/wp-content/uploads/2014/01/Police-accountability-Landscape-review.pdf>

⁷⁴ Committee for Standards in Public Life, *Tone from the Top*, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/439208/Tone_from_the_top_-_CSPL.pdf

⁷⁵ *Ibid*

3.2.6 Changing public need nationally for fire and rescue and policing services

The nature of local public need, and therefore the response from fire and rescue as well as police forces nationally, is adapting. The number of fire incidents has been reducing for a number of years and is at all-time low. Rather, an increasing demand on firefighters' time is major environmental or road traffic incidents and support in the community. In addition, global warming and the global terror threat will bring new and more complex roles for both fire and rescue and policing services. Although crime is falling overall, 'non-crime' incidents are demanding an increasing proportion of police time. Across both services, there is more focus on the most vulnerable in our society and a greater awareness of how much public service time is used by a small minority in the community with the greatest need.

Changing public need for fire and rescue services

In relation to fire and rescue, incidents attended by fire and rescue services in England have been on a long-term downward trend, falling by 42% over the ten-year period from 2004/05 to 2014/15⁷⁶ and fire-related deaths and casualties have also been on a long-term downward trend.⁷⁷ This is attributed to a range of factors including building regulations change, fire safety enforcement, fire prevention work, public awareness campaigns, standards to reduce flammability such as furniture regulations, and the growing prevalence of smoke alarm ownership in homes (rising from 8% ownership in 1998 to 88% working ownership in 2013/14⁷⁸). The FRS also has resilience responsibilities as defined in the National Framework⁷⁹ which means they must provide minimum levels of community resilience and safety.

In addition, there was a 22% increase in the number of non-fire (also known as Special Service) incidents attended by FRSs nationally between 2014/15 and 2015/16. Thus, 29% of incidents attended by FRSs in 2015/16 were non-fire, the highest proportion since non-fire incidents were first recorded in 1999/00. The most common type of non-fire incident was attending a road traffic collision in 2015/16. But there was also a marked increase in co-responder medical incidents (where FRSs have a formal agreement in place with the ambulance service to respond to medical incidents), which increased by 83% between 2014/15 to 2015/16.⁸⁰ All these necessitate close working with other emergency services and statutory bodies.

Changing public need for policing

While crime in England and Wales has fallen by more than a quarter since June 2010⁸¹, a College of Policing analysis of demands on policing⁸² found evidence to suggest that an increasing amount of police time is now directed towards public protection work, such as managing high-risk offenders and protecting vulnerable victims. In her presentation to the APACE-PACCTS Seminar on the 7 October 2016, Chief Constable Sara Thornton, chair of the National Police Chiefs Council (NPCC), highlighted how the police are increasingly taking on these broader responsibilities:

- "Non-crime" incidents reported account for 83% of all calls;
- 15%-20% of reported incidents are linked to mental health and mental health incidents absorb between 20-40% of police time;
- There was an 11.5% increase in public safety and welfare incidents between 2010-14;
- 273,319 missing persons were reported in 2012/13, at an estimated cost of £362m per annum;

⁷⁶ DCLG (2016), [Fire Statistics Monitor: England, April to September 2015](#)

⁷⁷ DCLG (2015), [Fire Statistics Monitor: England, April 2014 to March 2015](#)

⁷⁸ DCLG (2015), [English Housing Survey 2013 to 2014: fire and fire safety report](#)

⁷⁹ DCLG (2012), [Fire and rescue national framework for England](#)

⁸⁰ Home Office (2016), [Fire statistics monitor: April 2015 to March 2016](#)

⁸¹ Crime Survey for England and Wales, year ending December 2015

⁸² http://www.college.police.uk/Documents/Demand_Report_21_1_15.pdf

- Offenders managed by the Multi Agency Public Protection Authority (MAPPA) have increased by a third in the last 5 years.

3.2.7 Drivers for change summary

Nationally, the agenda that has been set for closer working between emergency services is clear, in particular the closer relationship between fire and police services nationally, both in terms of central government accountability as well as performance management. Furthermore, the requirements on our emergency services is changing, along with the demographic profile, increasing complexity of need in communities, and changing demands (increasing time spent on non-crime and non-fire incidents). As such, service delivery needs to be increasingly focussed on preventing need than responding to it, with local public service delivery focussed on working holistically with the same communities that they serve.

3.3 The case for change in North Yorkshire

This section sets out how North Yorkshire needs to respond to the drivers for change described above. It assesses the case for change in North Yorkshire, and the 'critical success factors', which have been agreed through this business case process as tests of a successful case for governance change.

3.3.1 NYFRS and NYP's responses to the efficiency agenda locally

NYFRS' peer review and an HMIC inspectorate review for NYP both praise the changes that have been made in North Yorkshire to improve performance and deal with the efficiency challenge in a sustainable manner. However, there remain significant challenges to address.

Fire peer and fire cover review

The latest NYFRS 'Fire Peer Challenge Report'⁸³, undertaken in July 2013, found that overall the number of incidents the service responds to had significantly reduced over the last decade and that the number of fatalities remained at a low level over the same period. It stated that the service was in a strong position financially, recommending that the service work with other agencies to ensure joined up decision making in areas that contribute to the service's priorities.

As a recommendation of the 2013 Fire Peer Challenge Review, during 2014 and early 2015, NYFRS carried out a review of fire cover across North Yorkshire and the City of York. This sought to take into account the impact of a significant reduction in incidents over the last 10 years. It agreed a new service and deployment model for the number of fire engines / specialist fire vehicles / equipment, where fire stations would be located and how quickly fire engines could respond to an emergency call. The main change resulting from the Fire Cover Review has been the introduction of smaller fire engines, known as Tactical Response Vehicles (TRVs), at Harrogate, Malton, Northallerton, Ripon, Scarborough and Tadcaster. These will replace one standard shift or day crewed fire engine, will be crewed by a reduced crew of 2 or 3 firefighters, and are being phased in between 2016/17 and 2020/21.⁸⁴ In the areas where they are based, TRVs will be the primary deployed engine in most cases.

NYFRS performance

The local North Yorkshire key performance indicators for 2015/16 provide a more recent indication of performance against a number of main areas of focus for the NYFRA with each KPI RAG assessed against its annual, 3 year and 10 year target:

⁸³https://www.northyorksfire.gov.uk/useruploads/files/plans_reports_strategies/fire_peer_challenge_final_peer_challenge_report_030813.pdf

⁸⁴ Fire Cover Review Implementation Update, NY Fire and Rescue Authority, June 2016

Table 8: NYFRS 15/16 performance dashboard⁸⁵

Key Performance Indicators	5 year average 2007/12	Annual Target 2015/16	Actual 2015/16	Performance 2015/16	Performance 3 Year Trend	Performance 10 Year Trend
Number of accidental fire deaths	2	2	6	Red	Red	Red
Number of accidental fire injuries	25	24	30	Red	Green	Red
Number of road traffic deaths at incidents attended by the FRS	30	28	22	Green	Green	Green
Number of road traffic injuries at road traffic collisions attended by the FRS	400	365	301	Green	Red	Green
Number of accidental primary fires	990	850	869	Amber	Red	Green
Number of deliberate primary fires	340	300	181	Green	Green	Green
Number of malicious calls	149	122	136	Red	Green	Green
Number of false alarms from automatic fire alarm apparatus	2508	2221	1465	Green	Green	Green
RDS availability	95.49%	95%	90.42%	Red	Red	Red
Number of working days lost due to sickness absence for wholetime uniformed staff	6.6	6	8.23	Red	Green	Green
Number of working days lost due to sickness absence for all staff	7.3	6	7.9	Red	Green	Green

Green indicates that performance was on or better than the target

Amber indicates that performance was worse than target but better than the previous year's performance

Red indicates that performance was worse than the target and worse than the previous year's performance

These performance measures indicate that six of the KPIs were below the annual 2015/16 target and worse than the previous year's performance. This includes the number of accidental fire deaths and injuries, the number of days lost to sickness and RDS availability. NYFRS's performance in relation to accidental fire deaths and RDS availability are also below target for the annual, 3 year and 10 year performance targets. Those KPIs relating to road traffic collision deaths and false alarms, however, are performing above expectation for the annual, 3 year and 10 year performance targets.

Recently produced 2016/17 data shows a continued decrease in activity overall versus a five year average. The exceptions to this continue to be around road traffic collision deaths and false alarms. It should be noted that this data has not been issued yet on the NYFRS website. Also, it presents a new set of indicators and no targets, therefore it is not possible to compare directly to all of the 2015/16 indicators.

⁸⁵ <http://www.northyorksfire.gov.uk/about-us/performance/performance-indicators>. The current year performance is put into context by the 3 year (medium term) and the 10 year (long term) trends. The annual target is not a figure that NYFRS is aiming to achieve, but a maximum that NYFRS hopes to undercut each year, except in the case of Retained Duty System availability where success is measured by a higher figure than the target.

Table 9: NYFRS 16/17 performance dashboard⁸⁶

Key Performance Indicators	Actual 2016/17	5 year average 2011/16	Forecast vs 5 year average
Number of accidental fire deaths	1	3	Green
Number of accidental fire injuries	26	41	Green
Number of road traffic collisions at incidents attended by the FRS (killed or seriously injured)	98	92	Red
Number of accidental fires	1,121	1,352	Green
Number of deliberate fires	522	617	Green
Number of rescues – from fires (# people)	16	35	Green
Number of rescues – from road traffic collisions (# people)	173	198	Green
Number of rescues – animals	71	103	Green
Flooding – attended by the FRS	122	272	Green
Number of malicious calls	87	172	Green
Number of false alarms from automatic fire alarm apparatus – attended by the FRS	2,420	2,770	Green
Number of false alarms from automatic fire alarm apparatus – not attended	997	555	Green

Green indicates that performance better than the 5 year average
Amber indicates that performance was in line with the 5 year average
Red indicates that performance was worse than the 5 year average

NYP PEEL assessment and performance

HMIC’s PEEL assessment of North Yorkshire Police in 2016/17 assessed North Yorkshire as “Good” overall at working efficiently to keep people safe and reduce crime in North Yorkshire. HMIC found North Yorkshire Police to have a very good understanding of present demand and a good understanding of potential future demand.⁸⁷ The report commented that *“the force’s medium-term financial and people plans are well aligned with the force’s analysis of demand. Governance arrangements are in place to enable management and monitoring of the finance and people plans. Internal and external audit arrangements are in place and provide a high level of confidence that the force will implement these plans successfully.”*⁸⁸

North Yorkshire is the safest county in England. NYP’s corporate performance statistics as at March 2017 show that crime and anti-social behaviour are in line with, or lower than 2015/16. Public and victim satisfaction is also high, in line with, or slightly lower than last year. Comparisons with 2014/15 data should be seen in the context of improved crime recording, increased reporting of historical crimes and a significant rise in criminal damage which correlates with changes in crime recording rules meaning reports must be made within 24 hours rather than 72 hours. Within the crime statistics, NYP has two long standing crime trends of note; an increase in recording of ‘other’ (non-rape) sexual offences, and violence without injury. There is also a long-term downward trend for killed and seriously injured (KSI) casualties.

⁸⁶ NYFRS Performance Team (not published on the NYFRS website as at 7/06/17)

⁸⁷ <https://northyorkshire.police.uk/content/uploads/2016/11/under-embargo-peel-police-efficiency-2016-north-yorkshire.pdf>

⁸⁸ <http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016/north-yorkshire/efficiency/>

Table 10: NYP March 2017 performance dashboard⁸⁹

Performance indicator	March 2017	Difference to 15/16	Difference to 14/15
Total crimes recorded	36,818	-1.2%	6.3%
Victim based crimes recorded	32,894	-1.6%	7.8%
Anti-social behaviour incidents reported	29,868	1.0%	-3.2%
Killed seriously injured casualties	63	-38.8%	-27.6%
% victims satisfied	82.4%	-1.1%	-3.1%
% public who believe NYP / Councils deal with Crime and ASB	66.9%	-0.6%	-1.6%
% public who are confident in NYP	83.9%	1.4%	2.8%

In summary, NYFRS and NYP have both responded well to the efficiency agenda in recent years, embarking on specific change programmes and evidencing the effective management of demand. However, the national drivers towards increased efficiency and greater performance management for fire and rescue services are likely to bring increasing pressure on both services locally and performance may be difficult to maintain unless different approaches are taken.

3.3.2 The local response to the financial picture

Both NYFRS and NYP have managed to keep their budgets broadly constant in recent years, despite facing significant cuts to grant funding. This level of sustainability is likely to become harder to manage, as central government pressure is likely to continue in the near term, and there are knock-on effects from pressures for health and social care services locally.

NYFRS local financial picture

The net actual expenditure for NYFRS for the last five years is as follows, from the audited accounts (up to 15/16 as 16/17 is still draft). The financial position for NYFRS will therefore have remained consistent over a period of 10 years from 2012-13 to 2021-22 representing a reduction in budgets in real terms.⁹⁰

Table 11: NYFRA net actual expenditure 2012/13-2016/17

Year (£m)	2012-13	2013-14	2014-15	2015-16	2016-17
North Yorkshire FRS	29.6	30.6	30.1	30.1	29.2
Year-on-year change %		3%	-2%	0%	-3%

The medium term financial plan to 2021/22 is as follows⁹¹:

Table 12: NYFRA Medium Term Financial Plan 2017/18-2021/22

Year (£m)	2017-18	2018-19	2019-20	2020-21	2021-22
North Yorkshire FRS	29.9	30.1	30.3	30.8	30.0

⁸⁹ Corporate Performance & Scrutiny Group, 25th March 2017

⁹⁰ https://www.northyorksfire.gov.uk/useruploads/files/revenue_estimates,_capital_programme_and_precepts.pdf

⁹¹ ibid

Within the above net figures, savings of £2.5m have been made already in the period 2013/14 to 2015/16. It is estimated that further base budget reductions may need to be made from 2020/21 as per the predicted central government grant reduction of 7.5%. NYFRA is reflecting national financial pressures and managing their budget through:

- a consistent recent leaver profile (mostly retirees) reducing the overall base budget of staffing costs. This is estimated to reduce the number of firefighters by about 30 by 2021/22
- income generation which is reinvested in the service (interest on cash balances)
- sales of vehicles
- young firefighters' scheme
- life courses and the PFI grant
- Section 31 grant income
- other smaller grant incomes
- a reserve level of c.£6m

NYFRS net expenditure is lower relative to other England combined authorities, at £37.42 per head (based on 15/16 CIPFA data) versus the average of £38.71.⁹² NYFRS compares higher than the total England average, at £35.14 (includes counties, metropolitan FRSs and Wales).

NYP local financial picture

The annual cost of policing and commissioning services in North Yorkshire (includes funding for policing, commissioned Services and the OPCC) over the last five years is as follows⁹³:

Table 13: Policing and Commissioning annual expenditure 2012/13-2016/17

Year (£m)	2012-13	2013-14	2014-15	2015-16	2016-17
North Yorkshire Police and PCC	136.7	133.5	139.0	137.8	140.2
Year-on-year change %		-2%	4%	-1%	2%

NYP has demonstrated effective savings plans in the face of reducing government budgets (£20m in cash terms or nearly £30m in real terms since 2010/11). It has achieved £28m of savings since 2010/11 already, allowing it to keep budgets static on average over the period. By 2020/21, NYP needs to find a further £5.5m in budget reductions annually. The force is also cheaper than the national average by 7p per person per day, at 48p, according to the latest PEEL assessment.⁹⁴

A reduced comparative level of spend on police officers means that compared to their peer group, North Yorkshire has a lower spend on visible and non-visible front line staff (£5.6m less than peers). However, support services costs are greater than North Yorkshire's peers (14% higher expenditure on business support services versus its peer group). HMIC notes that within North Yorkshire, there is still potential for savings through reforming the business support functions, with benefits reducing duplication and other administrative expenditure.⁹⁵

⁹² Fire and Rescue Service Statistics, 2016-17 Estimates, CIPFA

⁹³ <https://northyorkshire.police.uk/about/finance/budget/>

⁹⁴ <http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016/north-yorkshire/>

⁹⁵ <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/north-yorkshire-2016-value-for-money-profile-summary.pdf>

An 'Affordability Programme' was established during 2015/16 to look at how the organisation and operations could best be delivered within budgetary constraints. NYP has managed budgets in the following way to date⁹⁶:

- Savings from existing collaboration work
- Transformation of services
- Estate rationalisation and renewal
- Investment in technology to improve efficiency and resource management
- Workforce modernisation and makeup

The financial impact of national funding changes has also been lessened through a better than expected funding settlement, lower than expected pay and non-pay inflation costs and continued strong growth of the local tax base. Coupled with the savings plans described above, this has created the opportunity and capacity for targeted investment, to deliver improved services and deliver against the Police and Crime Plan objectives.

Local public sector financial picture

In line with the national picture, other local public sector agencies have been impacted by successive reducing settlements and increasing demand for services in recent years.

NYCC has estimated the total savings requirement to meet the reductions in government funding (as well as costs) at ~£174m over the nine years from 2011-12 to 2019-20. This is equivalent to reducing spending power by ~34% over the decade, while dealing with increasing demand for services. To meet the challenge of substantially reduced government funding, this is expected to convert to a further savings target of ~£44m over the next three years, with a current shortfall of £22m.⁹⁷

CYC is delivering a balanced budget for 2016/17 with savings proposals totalling £6.5m, equivalent to 5.5% of the net budget. It is also projecting a further £23m reductions are required in the medium term (from 2016/17 to 2019/20).⁹⁸

In health, in the year-end 2015/16 performance and financial assessment conducted by NHS England, one out of the five CCGs in North Yorkshire and York was rated 'inadequate' (Vale of York CCG was put in special measures in 2016)⁹⁹ and three of the five were rated 'requires improvement', with one outstanding (Harrogate and Rural district). Four out of five CCGs were rated 'good' on finance, however it remains a challenging picture.

In summary, both fire and rescue and police have succeeded in managing budgets despite significant reductions in government funding. However, both services face further pressures and there continue to be pressures in demand owing to the changing demographic profile, as well as the knock-on effect of more significant financial pressures in both local government and health services locally. Despite these pressures, it is anticipated that the future funding position will continue to be managed as it has been previously, and therefore that any savings will be re-invested back into protecting frontline and priority services. As such, it is unlikely that financial benefits will need to be a key driver to collaboration or further integration of services but that it will be increasingly challenging to maintain or improve effectiveness and public safety without new models of delivery, which governance of police and fire and rescue must drive.

⁹⁶ Medium Term Financial Plan (MTFP) 2016/17 to 2019/20, July 2015

⁹⁷ <http://www.northyorks.gov.uk/article/31556/Budget---questions-and-answers>

⁹⁸ Financial Strategy 2016-17, York City Council

⁹⁹ <https://www.england.nhs.uk/2016/07/operational-performance/>

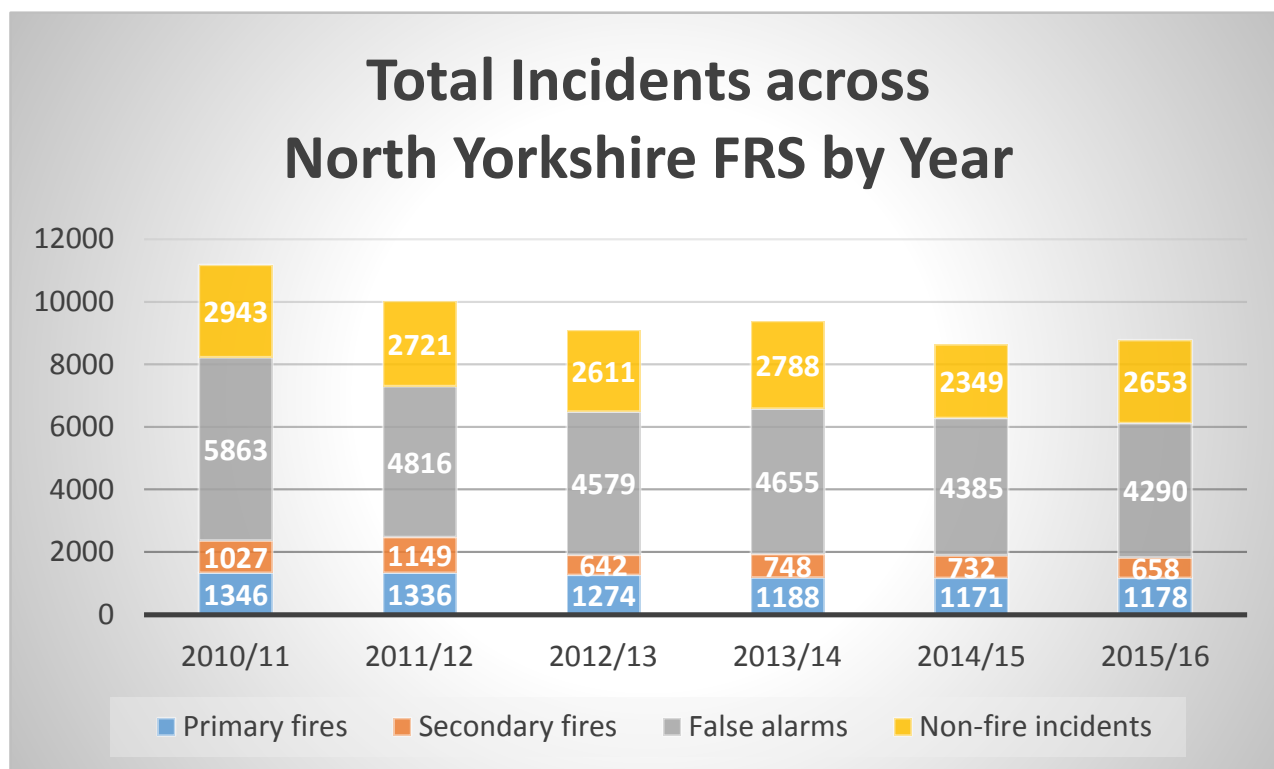
3.3.3 Fire and police priorities are increasingly around community needs and a focus on the most vulnerable

The changing nature of demand for fire and police services is bringing police and fire into contact with each other more frequently, and increasing the case for greater collaboration between the two emergency services as well as with health and other partners. The fact that fire and police services are conterminous in North Yorkshire means that the agencies serve the same communities, making the opportunity for and impact of closer working between fire and police even more powerful.

The demand for services is changing locally, and creating more complexity of response

The national pattern of reduced demand for fire-related incidents is similar in North Yorkshire, where the five year trend since 2010/11 has seen an overall reduction of 22% in the total number of incidents¹⁰⁰:

Figure 2: NYFRS incidents 2010/11-2015/16



Over the same period both primary fires (-13%) and secondary fires (-44%) have decreased. Non-fire incidents (e.g. road traffic collisions, malicious calls, flooding, animal rescue) have decreased by 10% since 2010/11 and although there was an increase of 12% between the period 2014/15 and 2015/16, this was predominantly due to the significant increase in flooding incidents (+98%) in response to the severe 2015 Boxing Day floods.

Although incidents are reducing over the long term, the data do not highlight the increasing complexity of incidents that are taking place. For example, the flooding in December 2015 was one of the largest deployments of water rescue and pumping assets across the UK. The arrangements put in place by NYFRS were praised by an Inquiry into the floods for the level and complexity of the logistical planning and manner in which NYFRS were able to work.¹⁰¹

¹⁰⁰ Ibid

¹⁰¹ York Flood Inquiry report

Against a national picture of budget tightening, falling crime rates but higher protection activity, North Yorkshire faces the same pressures as other forces. Total overall crime in North Yorkshire declined by 3.3% between 2011/12 and 2016/17, but rose by 6.6% between 2014/15 and 2016/17. This is partly due to significant increases in safeguarding crime trends since 2014/15 where NYP has experienced an increase in reports of domestic violence with and without injury (+35%), stalking and harassment (+69%), violence with injury (+44%), sexual offence/rape (+22%), hate crime (+44%) and child abuse (+38%)¹⁰². There were also changes in crime recording practices which affected the data. The nature of these complex safeguarding investigations not only require considerable police resource but will also require close working with other statutory agencies.

There is an increasing local public need to protect and prevent escalation for the most vulnerable

Additional to increasing complexity of demand, there is a need to increase focus on protecting those considered as the most vulnerable in society and ensure that intervention takes place early in order to reduce demand upstream and maximise public value.

Fire priorities have shifted in recent years to be more focussed on prevention activity to advise and educate, for example introducing community safety initiatives to reduce the incidences of fires, road traffic accidents and other life threatening hazards. NYFRS is involved in 95 Alive, community safety hubs across North Yorkshire, home safety visits, smoke alarm fitting, school visits and educational programmes for children and outdoor safety advice specific to North Yorkshire's environment.

The PCC uses her commissioning budget to focus on community safety and wellbeing, spending £2,957,000 in 2016 on victims (via independent victims advisors, Stop Hate UK, domestic and sexual abuse, counselling and talking therapies services, restorative justice service, sexual assault forensic services, targeted child sexual exploitation service, parents' liaison service) and other services (substance misuse, mental health street triage services, youth commissioners, and youth offending).

The demand for, and type of work that fire and police services undertake has changed in recent years, and continues to change, which is bringing police, fire and other statutory agencies into closer contact with each other more frequently, increasing the case for greater collaboration. Whilst reliable quantitative data does not exist, we know that there is a high degree of overlap between police, fire, ambulance and local authorities in providing services to the same vulnerable communities. Further collaboration between agencies around joint priorities would support a joined-up approach that will provide greater efficiency and effectiveness, allow reinvestment in emergency services and improve public safety and outcomes for residents. This, coupled with the fact that the needs of local communities are changing and increasingly demanding a joined-up response from local public services, means that there is a need to drive faster on collaboration and integration. Governance will be a critical component of this change.

3.3.4 Locally, collaboration has achieved some positive outcomes, but could go much deeper and faster

As described in Section 3.1.4, NYFRS and NYP have started to collaborate more, but there is recognition that more could and needs to be done, and a great wealth of opportunity to create more efficient ways of working and service communities in a more joined-up way.

Since the Statement of Intent was agreed by the parties, NYP and NYFRS (and in some instances YAS) have collaborated in a number of areas. Earlier, we described the history of this, which set out an attempt to develop a coherent programme of work, with appropriate governance in place, to steer genuine change. However, there was no single entity responsible for driving the programme of work forwards or for conducting proper evaluation of pilot projects and other work and this ended within one year. Steering Group minutes point to a clear ambition and programme upfront, which then did not progress as planned in some

¹⁰² NYP 6 year demand trends, NY Performance Team

areas (e.g. lack of progress around training and development is noted). One of the reasons for this appears to be a desire to gain clarity of roles between respective organisations in any collaboration model and a reluctance to move towards multi-agency delivery models.

The Steering Group was a strategic committee meeting of senior management and officers, it met infrequently and there was inconsistent attendance. Therefore, despite the initial ambition, the Steering Group was simply unable to work at the pace and in a way that was able to bring about the required change to meet the vision agreed. Steering Group meetings lapsed after May 2014 (after less than one year) and the programme of work set out as part of the Statement of Intent has largely remained undelivered.

As a consequence of the previous programme of work not having progressed, there is now no overall strategic direction for joint working between the police and fire service. This 'stalemate' has led to a more tactical approach, which has delivered some ad hoc initiatives in specific service areas. These have progressed either organically outside the formal governance processes (once they no longer need the involvement of multiple governance body discussions) or they have evolved from previous initiatives. However, both have fallen short of the vision set out by the Statement of Intent for closer, more integrated support functions. They have predominantly focussed to date on support services i.e. transport and logistics, estates and procurement and some particular frontline initiatives, around community safety and road safety. Since work started on this business case, NYFRA has established a Collaboration Committee to improve collaboration between fire and other emergency services and it is intended that the PCC (but not the Chief Constable) will have voting rights on the committee. This is assessed further in the Economic Case.

One of the factors behind the failure to deliver significant benefit from collaboration to date has been the impact of fragmented governance between police and fire and the inability of the governance mechanisms to ensure collaboration develops momentum and pace. It should be noted, though, that there are other factors which are considered also to have impeded progress, including cultural differences between police and fire services and different strategic priorities. Any change in governance must also help enable these issues to be addressed.

Although collaboration is increasing, we know that it is not yet as developed as in some other parts of the country.¹⁰³ Data described earlier in this case showed that NYP does not collaborate as much as its peers. There is no national benchmarking on the level of collaboration for fire, but an estimate from NYFRS Finance is that a comparable figure for NYFRS is ~6%, higher than the NYP figure but still only a small proportion of overall expenditure (excluding pensions).

In summary, there is an ambition for greater collaboration (which is clearly articulated in the PCC's Police and Crime Plan and through NYFRA's strategic objectives, and was agreed as part of the Statement of Intent). However, sovereignty over individual services has proven to be a barrier to the pace and scale of change. To date, change pursued via the 'collaboration' model of governance, has produced modest successes and fallen far short of transformational. The future governance arrangements need to be capable of *driving* the collaboration agenda rather than simply overseeing its product, and of doing so at a pace and scale expected and deserved by our communities. All parties consulted to date believe that the current governance arrangements are not up to the job. The question therefore remains which of the options for changed governance offers the best prospect for transformational change.

3.3.5 Opportunities for transforming collaboration across emergency services in North Yorkshire

The PCC has a vision for a strategic transformation of police and fire collaboration that can deliver genuine change and address the challenges and opportunities described above. At its heart that vision has an objective to deliver joined-up preventative services for North Yorkshire and ensure that the frontline is

¹⁰³ Through this process, workshops have been held with NYFRS and NYP stakeholders which have identified a wide variety of both new areas for collaboration, as well as extensions of existing initiatives. These workshops used the national examples from the Emergency Services Collaboration Working Group as reference projects.

protected by improving the efficient and effective use of emergency services assets, estates and support services.

This vision is premised on the fact that in the increasingly difficult context of delivering public services, to provide the best possible service to the people of North Yorkshire, there must be a focus on outcomes for the public rather than on organisations. An organisational perspective sees organisational leaders putting their service before the need of the public, whereas an outcomes perspective would see increasingly greater overlap of service delivery through greater collaboration to improve community resilience and public safety.

These two approaches are outlined in the following two diagrams:

Figure 3: Organisational-led collaboration

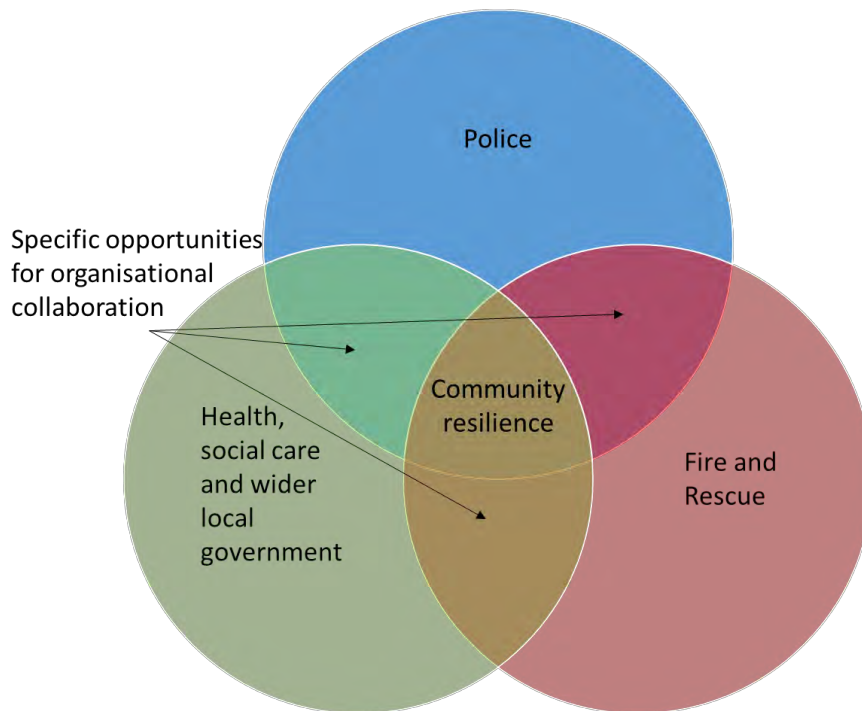
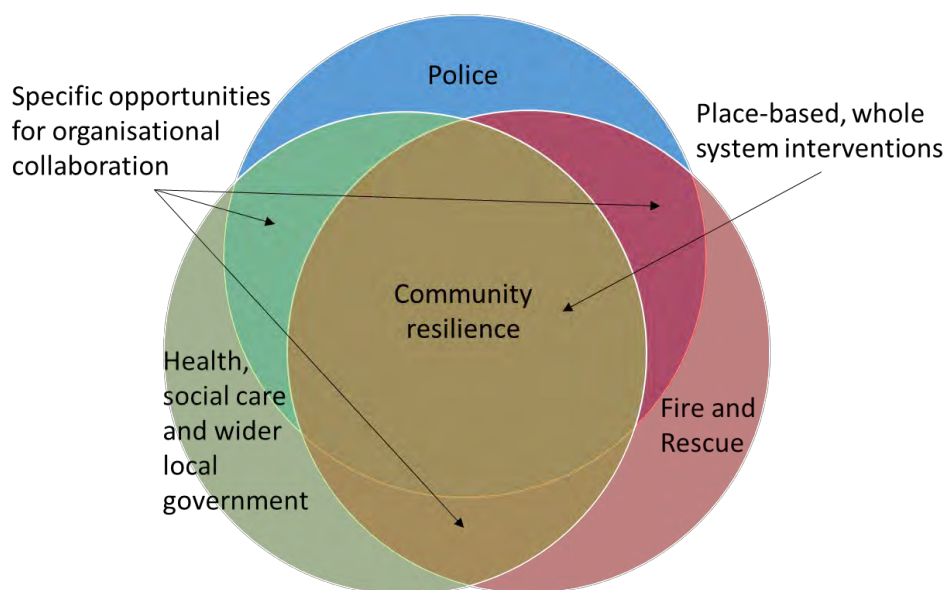


Figure 4: Outcome-led collaboration



An initial understanding of the range of collaboration opportunities was developed with operational staff and officers from NYFRS and NYP in a set of four workshops covering different areas: response, prevention and early intervention, support services and information and data sharing. These workshops developed a long-list of possible areas for collaboration, which were shortlisted based on the scale and benefit and ease of implementation. This short-list was agreed at a Strategic Reference Group meeting on 2nd March 2017. Both organisations have recognised the importance of closer working with local health services and NYFRS in particular are developing a number of proposals for closer working including, around early intervention for health risk (e.g. smoking cessation and alcohol reduction), cost effective use of NYFRS assets for health and social care interventions (e.g. assisting patients to stay at, or return home) and emergency response (e.g. extending the Emergency First Response scheme).¹⁰⁴ Any closer working or changes in governance between fire and police, therefore, must also ensure health collaboration is maintained, at a minimum, or preferably enhanced.

The PCC's vision and the priorities identified by NYP and NYFRS are shown in the Table 14.

The identified priority opportunities have been discussed with senior staff and officers from NYFRS and NYP to define them in more detail and understand the benefits associated. These are initial ideas at this time, and indicate the potential possibilities for collaboration – they are not part of agreed NYFRA or NYP plans and no supporting business case exists yet for each. All would be subject to separate investment cases, and where necessary, consultation. More work has been completed through this process to review the possible and relative level of financial and non-financial benefit of each priority opportunity. This is detailed in more detail at Appendix 8.4.

The ideas put forward in the workshops were ambitious, and it was clear that those at the frontline of each organisation could see the benefits of greater, more strategic collaboration on a wider scale. Opportunities discussed included multi-agency roles in response and prevention, shared teams and joint systems and teams for control. However, during discussions with senior officers and staff, the level of ambition was pegged back. The final, prioritised, list of potential opportunities shown in Table 14 would represent a change in the way that both NYFRS and NYP work. However, many of the opportunities will not require a step change in delivery or outcomes, and represent a limited view of the potential opportunity when compared with the PCC's vision, particularly regarding the potential for a place-based, multi-agency community safety service.

Work to date has not managed to achieve a joint view of the potential for transformational change which goes beyond existing organisational boundaries and towards the PCC's strategic vision. It is clear that any design and implementation of collaboration in North Yorkshire needs to be led and governed through strong, cross-organisational leadership and integrated strategies and plans. More work will be required to develop a blueprint for genuine change that is bought into by both NYFRS and NYP.

¹⁰⁴ Health Engagement Strategy, NYFRA, February 2017

Table 14: North Yorkshire fire and police collaboration opportunities

Theme	Current state	Current identified collaboration priorities	Transformation vision
Strategic commissioning	<p>Currently fire and police plans are developed separately</p> <p>Separate commissioning budgets. Use of volunteers not co-ordinated or shared</p> <p>Intelligence sharing takes place in some areas (operational not strategic)</p>	<p>Development of joint priorities for collaboration</p> <p>Sharing data and intelligence on communities and incidents on a local, tactical level basis to support planning and response. This would include data and intelligence on specific individuals, premises and homes and would involve reciprocal fire and police information access.</p>	<p>Fully integrated strategic development and risk management, including joined up research and public consultation</p> <p>Joint commissioned services and budgets to respond to public need through joined-up services and support</p> <p>Systematic data sharing of intelligence and vulnerability to support more aligned strategic decision making across communities.</p>
Improved Prevention and demand management	<p>Community Safety hubs in Scarborough, Selby and York</p> <p>Road Safety joint initiatives and campaigns (95 Alive)</p>	<p>Improved co-ordination and reach of Safe and Well checks:</p> <ul style="list-style-type: none"> • Joint police and fire community interventions • One safe and well assessment across fire and police, specialist training and clearer role definition • Use of volunteers to support the role in wider local activity e.g. leafletting, door knocking • Volunteer community contact points for police and fire jointly (potential reduction of demand on control centre) 	<p>A single approach to community safety across police and fire through a jointly funded Community Safety Service, tailored to the needs of people and communities, including single, jointly funded, community safety roles</p> <p>Alignment with health and local authority partners through Health and Wellbeing Board and Mental Health Care Concordat</p> <p>Accelerated use of shared data and intelligence to dynamically map vulnerability to better target and pro-actively deliver increased primary prevention and early intervention work and jointly commissioned services across rural and urban areas for those who need it most</p> <p>Roll-out of community safety hubs, and expansion and diversification (central/local) to bring in greater range of partners and improve resilience for local communities</p>
Effective Joint Response	<p>Joined-up tactical response to incidents where required</p> <p>Local Resilience Forum and JESIP</p>	<p>Fire would also take on forced entry, in addition to police.</p> <p>Extension of first responder fire role to police (e.g. through firearms officers that have defib kit being deployed as appropriate).</p>	<p>A truly joint control room for a more effective response to the public by the right service at the right time:</p> <ul style="list-style-type: none"> • Fully integrated operations and system • Shared staff roles, training and rotas <p>First responder as part of community safety roles, especially to improve resilience in rural areas</p>
Shared support services	<p>Co-location of transport and logistics functions and driver training</p> <p>Shared transport and logistics manager</p> <p>Co-location of fire and police in Bedale and plans for Ripon</p>	<p>Colocation of transport and logistics resources and further integration of teams.</p> <p>Shared finance, procurement, IT, transport and estates teams.</p> <p>In-flight and pipeline opportunities identified for estates collaboration, including shared HQ.</p> <p>Joined-up training and learning and development for officers, firefighters and staff</p> <p>Shared procurement service, starting with products which share common specifications e.g. stationery, fuel</p>	<p>Creation of a community safety estate – single estates strategy with multi-purpose estate, single investment strategy</p> <p>Wider collaboration through One Public Estate to create local community safety hubs integrating health estate and designated community assets where appropriate.</p> <p>New models of shared enabling services delivery across police and fire, such as through a third entity.</p> <p>Greater integrated specialist training (e.g. mental health) across both services.</p> <p>Where appropriate, single ICT strategy and systems</p>
Shared management roles	None	None identified	<p>Combined or reduced senior management roles across fire and police, particularly around corporate, non-operational roles, where it makes business sense to do so. In addition, it is assumed that governance roles can be shared across fire and police (S151 Officer and Monitoring Officer roles). Any changes would be phased in line with existing staff retirements or natural attrition.</p>

Possible benefits from enhanced collaboration

Through this process, NYP and NYFRS have reviewed the potential for financial and non-financial benefits to be achieved from the priority opportunities. The section below includes those priority opportunities from the Table 14 which were deemed to hold the greatest potential benefits.

Achieving these opportunities, especially if they were expanded to the opportunities outlined in the transformational vision, have the potential to greatly improve public safety by providing a more effective and efficient service. From examples in other areas, evidence suggests that they would increase community resilience, building stronger and safer communities; protect both those vulnerable to harm, by preventing and reducing risk, and those vulnerable to causing harm, by preventing risk and diverting them into prevention programmes; and reduce harm, crime and demand on the emergency services through proactive prevention. Savings gained from these impacts and from closer collaboration on enabling and support services could be reinvested into frontline services, further improving public safety.

Given the context of the pressures currently being experienced, any future governance model would need to be able to deliver these opportunities at pace, and realise the greatest scale of ambition, while continuing and enhancing wider collaboration with other partners, in order to achieve improvements to public safety.

Community vulnerability multi-agency role – safe and well

An effective safe and well service, delivered by both the fire and rescue and police services in coordination could bring benefits in terms of positive outcomes for residents, overall reduced demand for local public services (including for volumes of calls through the NYP control centre), more efficient use of resources and wider intelligence benefits, contributing to improving public safety.

This has not been costed at this stage and details of the non-financial benefits would be realised locally are not feasible as a detailed business case would need to be developed. However, other areas of the country can provide some proxies that indicate what might be possible.

In Greater Manchester, 'Safe and well' is a person-centred home visit carried out by both operational and non-operational staff (Community Safety Advisors) by the Greater Manchester Fire and Rescue Service (GMFRS). The visit expands on the scope of previous home safety checks by focussing on health and crime prevention, as well as fire prevention. GMFRS has completed benefits analysis to estimate the level of financial benefit to various agencies. Benefits cited include avoided costs of fractures from avoided falls, reduced drugs dependency, avoided fatalities to smoking and avoided fire fatalities. The primary finding from the cost-benefit analysis is that, for every £1 spent on Safe and Well, partners as a minimum are set to save the fiscal equivalent of £2.52 in benefits (in year and recurrent) through demand reduction. From this saving, the programme will 'pay back' its own costs within two years. Overall costs of the service amounted to £2.1m in the first year. The NHS benefits to the largest extent from the programme, with 85% of the benefits accruing to it. 11% of the benefits benefit GMFRS with 3% to the local authorities.¹⁰⁵

In Leicestershire, fire, police and paramedic services have joined up through the 'Blues Projects', to provide a similar, place-based service. Small, mixed teams work with partners – such as the local council, housing groups, GPs, pharmacies, schools and community groups – and residents in specific communities that create significant demand on the emergency services to reduce the number of emergency calls. They do so by helping to create a healthier, safer and more secure community by educating and directing residents to appropriate services via a home visit service and specific campaigns. They can help residents with home security, vehicle security, home safety, fire safety, child safety and health and wellbeing. They are also trained to offer help with loneliness, anxiety, depression and dealing with antisocial behaviour, tailoring each home visit dependent on the needs of the resident.¹⁰⁶

¹⁰⁵ Analysis of Impact and Outcomes for Safe and Well, GMFRS and New Economy, July 2016

¹⁰⁶ See Braunstone Blues website <http://www.leicestershire-fire.gov.uk/your-safety/general-wellbeing/blues-projects/braunstone-blues/>.

In Cornwall, Tri-Service Safety Officers provide a similar service to the Leicestershire example, except that one person has delegated powers from all three emergency services in order to carry out home-visits in a particular area and respond to certain emergency situations on behalf of all. This provides extra resource for response cover for each service, but also provides a dedicated prevention service to local residents, helping to reduce harm, crime and calls to the emergency services. Provisional cost savings outlined in their initial evaluation document suggest an hourly rate saving of £38p/h across the three services, with savings from demand reduction and prevention work being even higher, though this is of course difficult to measure.¹⁰⁷

These examples, amongst others, demonstrate the potential of innovative thinking in delivering community safety services. Over time, closer working between police and fire could develop into a single community safety service, commissioned from fire and police budgets, focussing on prevention, harm reduction and diversion that would improve public safety further.

Forced entry

If NYFRS took on the delivery of forced entry services it is envisaged that there would be a benefit from intervening earlier, more efficient use of resources and lower costs to board up properties. There may be a financial benefit based on policing time costing on average more on a unit cost basis than firefighter deployed time, however this would be dependent on the precise deployment model and dependent on the crew type deployed. There is also a cost saving to the public, as fire service entry methods are often cleaner and do less damage than police entry methods. The Fire and Rescue services in South and West Yorkshire already perform this function for the Yorkshire Ambulance Service in their areas so this would not be difficult to implement.

Control room

While appreciating the differences in roles and functions of the control room staff in the two emergency services, a joint control room capability may nevertheless bring benefits of greater resilience for both NYFRS and NYP, the ability to share data and intelligence on incidents and communities more easily, and potential benefits from co-location e.g. from a shared estate.

In terms of volumes, NYFRS has around 70,000 calls per annum, with 11,000 of those incident related. NYP has around 300,000 calls, 70,000 of which are 999.¹⁰⁸ For NYFRS this equates to ~8 calls per hour and for NYP, ~34 calls per hour. Based on analysis of costs, NYFRS spends ~£12 per call and NYP spends ~£22 per call.

NYFRS currently has an external contract in place to deliver the command and control system which expires in 2023/24, and also has a resilience arrangement in place with Cornwall Fire and Rescue Service. Therefore this would not be a short term opportunity, but could bring operational and financial benefits over the longer term.

There are examples, such as in Kent, where collaboration on joint control rooms is progressed. As yet this has only gone as far as co-location, but Kent will soon use the same command and deployment software, call-scripting and automatic call distribution which will facilitate a move towards joint staffing. Building in police technology, such as Mobile Asset Utilisation Data and mapping systems allows KFRS to deploy the nearest appliance to the incident, reducing response times. Kent Police and Kent FRS report improved joint working, joint incident command and deployment, and improved resource management, all of which contribute to improving public safety.

¹⁰⁷ Tri-Service Safety Officer: Final Report, June 2016

¹⁰⁸ 16/17 data for NYFRA, Non-incident related calls are internal to NYFRS i.e. do not include switchboard calls, and include calls such as crew changes and notification of incidents. 2016 data for NYP. NYP data are calls answered, rather than presented.

Shared estates

Sharing the estate could bring benefits of a rationalised estate, higher utilisation of the existing estate, benefits from shared maintenance contracts and wider knock-on benefits through co-location of staff. It is assumed that through a review of both NYFRS and NYP estates strategies, the opportunity would be taken to look at a joint estate, to deliver 'community safety services' to the people of North Yorkshire, instead of the current approach of each standalone service looking at its own needs. This could lead to both capital disposals and revenue savings. For the purposes of this business case, a number of assumptions are made, which are subject to further collaboration business case analysis prior to implementation. It should be noted that any plans will maintain at a minimum the existing Fire Cover Review and IRMP requirements.

Financial benefits have been estimated based on a comparison of the NYFRS and NYP estates plans, and assumptions around the possible opportunities for sharing existing sites. This assumes that there are around 8 viable schemes for sharing of the estate to 2023/24. In all cases it is assumed that NYP would free up existing capacity and share an existing NYFRS fixed site. It is estimated that ~£2.0m would need to be spent on refurbishing and modifying host sites and that NYP could achieve capital receipts from disposals in the existing estate of ~£1.5m. Recurrent benefits would also be possible, with an assumption that NYFRS could reduce its running costs by ~10% per annum, based on NYP sharing fixed costs, and that NYP could reduce its running costs by ~40% per annum, based on increasing utilisation and sharing costs.

A further opportunity would be around sharing headquarters. NYP is moving into a new headquarters in Northallerton in June 2017. In 2016, discussions took place around the possibility of NYFRS moving in, on expiration of its current leased accommodation in Northallerton in 2021/22. NYFRS took a decision not to do so in 2016, however the NYFRS is now actively considering this opportunity in the future. If this could be revisited, this may mean a further financial benefit of up to £260k per annum (total cost of NYFRS' current lease arrangement).¹⁰⁹

It is estimated that delivery of the above eight schemes, in addition to a shared HQ would achieve total financial benefits of between £0.2m - £1.3m dependent on the number of shared schemes and the pace of change (see detailed assumptions in the Appendix).

Significantly more benefits could potentially be realised over the long-term from a genuinely integrated community safety estate, through the development of a long-term integrated investment strategy. This could also accelerate the development of sharing with health partners and provide more joined-up services to the public.

Shared senior management positions

It is anticipated that a change in governance could lead to some combined or reduced senior management roles across fire and police, particularly around corporate, non-operational roles. In addition, it is assumed that governance roles can be shared across fire and police (S151 Officer and Monitoring Officer roles). Any changes would be phased in line with existing staff retirements or natural attrition. It is assumed that changes may be able to achieve between £250k - £390k per annum, dependent on the scale and pace of change. As with other benefits, these are subject to more detailed business case analysis.

Shared support services functions

Table 14 describes the potential for shared enabling support services across transport and logistics, estates, training and development and procurement. In addition, the long-list of potential collaboration opportunities included shared functions for IT, HR and Finance. Sharing enabling support services would bring economies of scale in purchasing and in delivery of transactional services, greater resilience and access to a wider set of expertise. Looking at the wider potential for financial benefits from shared services in the public sector, PA Consulting's research has found that standardisation of activities across organisations can achieve a

¹⁰⁹ 16/17 NYFRS Revenue and Capital Budget

revenue cost saving of 10-15%. Shared service arrangements, and outsourcing, has the potential to provide an additional 10-15% saving. A review of the potential benefits of sharing the transport and logistics function conducted by Eversheds for NYFRS and NYP in 2014, found that potential savings of ~3% could be found from sharing functions.

Cautious estimates have been made for scope and scale of savings in North Yorkshire at this stage, in advance of detailed business case analysis, ranging from 0.5% to 5% of in-scope expenditure. As PA's research has shown, however, more savings could be possible if more innovative models, such as development of a third entity providing support services across fire and police, were developed. For the purposes of this high-level LBC, in-scope expenditure is based on budgets for estates, transport, IT, procurement and finance. The total NYFRS 16/17 budget gross service expenditure is ~£7m per annum, whilst total NYP actual 16/17 gross expenditure for the same services is ~£15m. We have made a high level assessment of 'addressable' expenditure i.e. expenditure which could involve duplication across NYFRS and NYP and where there therefore may be opportunities for joint roles or joint purchasing (this includes staffing costs, supplies and services costs). Premises costs have been excluded as they are included in the above estates opportunity. This results in a total 'addressable' spend of £13.9m (£3.4m for NYFRS and £10.5m for NYP). Total estimated benefits under each model have therefore been estimated at between £70k per annum and £690k per annum based on the degree of change. These are intended as an indication of the potential, based on benchmark analysis, with further analysis required on a service by service basis to review the actual opportunity within individual collaboration business cases.

The ability of future governance models to deliver at pace and scale both the priority opportunities and the longer-term vision is assessed in the economic case.

3.3.6 Potential wider benefits from changes to police and fire governance in North Yorkshire

As described above, Fire Authorities and PCCs are both responsible for the conduct of public business and for spending public money, and are accountable for ensuring that business is conducted in accordance with the law and applicable proper practices. They must also be transparent in their decision making and ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Framework Delivering Good Governance in Local Government, published by CIPFA in association with SOLACE in 2007 sets the standard for governance in local government (including Fire Authorities and PCCs) in the UK. Both NYFRA and the PCC are subject to the Nolan Principles of Public Life.

NYFRA governance is based on CIPFA's Framework for Delivering Good Governance in Local Government and the latest external audit for 2014/15 found no significant weaknesses in governance arrangements. The Fire and Rescue Authority produce an Annual Governance Statement and an Annual Statement of Assurance. The latest external audit report included an unqualified opinion on the Authority's 2014/15 Statement of Accounts and concluded that the Authority had made proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Internal audit by Veritau Limited for 2015/16 issued 7 High Assurance reports, 2 Substantial reports and 1 Reasonable Assurance report. They also gave an annual audit opinion of substantial assurance. Fire matters are also part of local authority governance, with FRS issues a standing agenda item at Area Committee meetings in NYCC.

NYPCC also has an Annual Governance Statement¹¹⁰, which for 15/16 was also unqualified. The NYPCC external audit also provided an unqualified opinion and its internal RSM Audit Opinion Report for 2015/16 provided three Substantial Assurance scores and one Reasonable Assurance score out of the four pieces of work reviewed (the scale is Substantial Assurance, Reasonable Assurance, Partial/Limited Assurance, No Assurance).

While existing governance arrangements for fire and rescue and policing in North Yorkshire are therefore considered to be effective from an assurance perspective, there are significant differences in practice

¹¹⁰ Annual Governance Statement, 15/16, PCC for NY and CC for NYP

between the transparency and engagement methods used by the PCC and the committee methods used by the FRA.

A summary of the differences in visibility and engagement between the Authority and PCC model in North Yorkshire is shown below. This shows that the engagement model for the PCC is in practice more proactive in its interaction with the public than the Authority model and there is a higher level of public engagement. The NYFRA engages more through existing local authority forums, whereas the PCC model engages more directly with communities.

Table 15: Summary of NYFRA and PCC level of visibility and engagement

Theme	FRA	PCC
Accessibility of meetings	<ul style="list-style-type: none"> • Most take place at NYFRS Easingwold • Advertised on website • Agenda, papers and minutes available online and public can attend • Contact details given for FRA Secretariat but need to look at agenda on how to make statement or ask question, and need to give advance notice 	<ul style="list-style-type: none"> • Corporate Performance, Delivery and Scrutiny Board Meetings are live-streamed and open to public engagement via social media. Questions can be emailed ahead of time or tweeted live. Videos are available in perpetuity • Meetings and forthcoming events advertised on website and by poster in local areas and via the North Yorkshire Community Messaging system • Agenda, papers and minutes available online
Frequency of open meetings	<ul style="list-style-type: none"> • 10 open meetings in 2016 where minutes available • Created a Collaboration Committee in 2017 which will meet more frequently 	<ul style="list-style-type: none"> • 34 open meetings in total in 2016, of which minutes were available for 33
Public attendance	<ul style="list-style-type: none"> • Records not kept on attendance or public questions asked, but shown in minutes 	<ul style="list-style-type: none"> • Approximately 100 view each live-streamed meeting either during or in the days following the meeting • 5 x individuals are recorded as having attended the Police and Crime Panel in person to ask a question since 2013. Of these, 1 person has attended Panel seven times and another has attended twice
Correspondence received to governance bodies	<ul style="list-style-type: none"> • No data kept on correspondence sent to the FA 	<ul style="list-style-type: none"> • About 70-100 pieces of public correspondence received a month by the PCC, 1FTE member of staff handles • This includes enquiries, complaints, policy questions and service requests
Complaints	<ul style="list-style-type: none"> • Complaints and compliments can be made online. In 2016/17, 33 complaints and 47 compliments were received 	<ul style="list-style-type: none"> • Complaints regarding the conduct of officers are managed by the Chief Constable through the Professional Standards Department, though the PCC will manage the complaints process from April 2018. In 2016/17 331 complaints were recorded, and there were 325 compliments. • Complaints regarding the Chief Constable are managed by the OPCC. In 2016/17 3 were recorded. • Complaints regarding the PCC are managed by the Police and Crime Panel. In 2016/17 2 were recorded. • The OPCC deal with non-official complaints about service and the organisation as part of their everyday correspondence (see above).

Theme	FRA	PCC
Public participation in consultation	<ul style="list-style-type: none"> • Consultation on Fire Cover had 1,125 online survey responses, 20 letters/emails and 70 attendees at 18 events. A similar number of attendees attended NYFRA's meeting for Fire Cover decision-making • Consultation on recent budget proposals and the possible increase in Council Tax of up to 1.99% received 2 responses • 486 responses received to the Health Strategy consultation 	<ul style="list-style-type: none"> • Proactive research used: Consultation on PCP 2017 involved staff survey, online survey (767 responses), including in foreign languages, and a representative sample of 1,000 telephone and in-street interviews • Precept consultation of 1,610 (representative survey of 800 by phone or in-person, and online survey)
Outreach (including hard-to-reach groups) by governance bodies	<ul style="list-style-type: none"> • No specific NYFRA outreach work. Outreach is undertaken by NYFRS as part of its prevention work • NYFRS's website (including pages about NYFRA but not NYFRA documents) offers a language translation service enabling webpages to be translated into over 100 different languages. 	<ul style="list-style-type: none"> • 33 advice surgeries in 2016 all around NY – 84 people attended • Speaking events e.g. recent Women's Institute event (450 attendees), York University event and Youth Commission work • Use of market research – 1,000 taxpayers polled over collaboration issues • Regular surveys – customer experience, victims of crime and rural crime surveys
Engagement through local authorities	<ul style="list-style-type: none"> • FRS has a regular slot and papers on NYCC Area Committee meetings that the public can attend. Papers submitted on 21/27 occasions in 2016 and FRS attended 13 times. Questions put to FRS are usually from councillors rather than the public • Attendance once a year at the City of York Council's Scrutiny Board • NYFRS chairs the Safer York Partnership 	<ul style="list-style-type: none"> • Regular attendance at District Council Overview and Scrutiny committees • Ad hoc attendance at District, City and County Executive/Cabinet meetings as invited • Engagement through the Police and Crime Panel
Openness of decision-making	<ul style="list-style-type: none"> • Notice of all decisions to be made by NYFRA are posted online ahead of the meeting. • All interests posted online • Decisions are public but contained in minutes and not searchable • Some matters discussed confidentially (3 in 2016) with most published later • 217 requests under the Freedom of Information Acts responded to in 2016/17 • Summaries of proceedings of four meetings of Appeals Committee also available 	<ul style="list-style-type: none"> • Specified information orders a statutory requirement • All interests and decisions posted online, with search functionality

In addition, the OPCC brings significant independent scrutiny to policing performance and strategy development. It employs 8 people specifically to support the PCC's focus on scrutiny and governance, and the PCC meets formally with the Chief Constable every month. In comparison, unlike some other fire authorities, NYFRA does not have access to independent scrutiny support aside from the formal statutory roles of Monitoring Officer and Section 151 officer, although it can commission external support. Monitoring

Officer spend was just approximately £1,100 in 2016¹¹¹. In addition, the Fire Authority and the Audit and Performance Review Committee met formally four times each, for a total of 6.50 hours and 3.52 hours respectively in 2016.¹¹²

As Parliament has recognised, there are opportunities for the improvements that the PCC model has delivered in policing to be applied to fire, changes which could help introduce further innovation and improve public engagement and transparency contributing to improved effectiveness of service delivery.

By way of example, there are a number of areas in which the PCC in North Yorkshire has brought about an accelerated pace of change. Although it is impossible to say whether these would have taken place under the former Police Authority, it is believed that the changes below represent a step-change, which would have been unlikely under previous models given the experience of their ways of operating.

- Stage 2 staffing arrangements for enabled services, have led to changes to services including introducing professional staff for specific areas of expertise (rather than using officer posts for support services), joint posts across forces and investment in technology.
- Introduction of a commissioning team to invest in victim services and mental health services (introduction of Section 136 suites, leading to a reduction in vulnerable people with mental health considerations being detained in custody).
- New collaborative partnerships with other police forces.
- Local community safety consolidation of strategic partnering arrangements so that there was a move from eight partnerships to two, streamlining partner involvement.
- Initiating a rural crime network and taskforce.

Local evidence of public opinion

Local evidence also suggests that residents of North Yorkshire are in favour of fire and police collaboration, and have indicated a preference for this to be governed by the PCC. A brief consultation conducted by the OPCC in August 2016 (carried out by 'the buzzz', a consultancy), surveyed 1,050 North Yorkshire residents aged between 18-75 through a combination of telephone and face-to-face interviews.¹¹³ This was carried out in light of NYFRA's move to merge with Humberside FRA. The high-level results show that:

- 62% of respondents believed that greater integration between police, fire and ambulance is a good way to manage available resources and budgets;
- 49% of respondents preferred greater collaboration between police and fire services in North Yorkshire, over fire and fire collaboration between Humberside and North Yorkshire;
- When asked who should manage the collaboration, 56% believed that the PCC was best placed, versus a committee of elected councillors. 30% of respondents had a 'strong' preference.

The report also noted that *"the public's main concern ... seems to focus on falls in service levels, funding cuts and issues around leadership and specifically what this means in terms of response and efficiency. This research makes it clear that most people understand the benefits of change but are cautious about the motives of change."*

This will be updated following public consultation.

¹¹¹ Provided by NYFRS

¹¹² Analysis of published minutes on the NYFRS website

¹¹³ Public consultation on fire and rescue services and police collaboration, Buzzz, August 2016, <https://www.northyorkshire-pcc.gov.uk/documents/public-consultation-fire-rescue-service-police-collaboration/>

3.4 Critical Success Factors

Any changes in governance must meet the tests in the Policing and Crime Act 2017 of being in the interests of:

- Economy, efficiency and effectiveness; or
- Public safety.

These tests are not defined in more detail in the legislation, leaving them to be specified against local drivers for change by PCCs. While the link between governance and improved outcomes may not always be a direct one, in North Yorkshire, we have translated these tests into the following design principles for this business case based on the assessment above on the drivers and case for change in North Yorkshire:

- Whether a change in governance would drive economies, efficiency and effectiveness in both police and fire services by significantly accelerating the pace and efficacy of collaboration between these services and their wider partners, to the benefit of public safety.
- Whether a change in governance would deliver wider benefits relating to transparency and accountability.

These factors for change, if proven, have to be balanced against the complexity that could be involved in making the change, which could result in temporary disruption and performance impact that inevitably attends any organisational change. In order to assess the possible options, a set of Critical Success Factors (CSFs) has been identified and agreed for any change in governance in North Yorkshire. The CSFs represent the attributes essential to the successful delivery of the any governance change – in the next section, the possible future governance options will be assessed against these.

Table 16: Critical success factors for change

CSF number	Critical success factor	How the test is met	Test	Public safety	Effectiveness	Economy / efficiency
1	Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	How well the option: <ul style="list-style-type: none"> • Improves public safety and vulnerability prevention • Brings efficiencies and resilience to NYP and/or NYFRS and/or local public services, including acceleration of change • Delivers value for money (see overall option quantitative assessment) 	✓	✓	✓
2	Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	How well the option provides benefits of transparency and accountability		✓	
3	Is deliverable	The governance option can be implemented successfully	How well the option: <ul style="list-style-type: none"> • Meets the likely availability of funding • Matches the level of available skills and capacity required for successful delivery 	✓	✓	✓

CSF number	Critical success factor	How the test is met	Test	Public safety	Effectiveness	Economy / efficiency
			<ul style="list-style-type: none"> Minimises delivery risks 			
4	Mitigates strategic risks	The governance option can mitigate strategic risks	The impact of strategic risks e.g.: <ul style="list-style-type: none"> Loss of public trust Compromise to links with health / local government services Risk of losing resilience 	✓	✓	✓

3.4.1 Strategic risks, constraints and dependencies

There are a number of strategic risks in a change to governance that options need to be assessed against. The most significant of these are that:

- Public trust in fire may be compromised - this has greater risk for some governance options than others. As noted above, the fire and rescue service has a “*very strong trusted identity*”¹¹⁴ and it is felt by some that too close working or integration with the police could endanger this. Initial indications in some areas that have created shared roles in the UK have not yet seen this impact, although there may be limits of acceptable integration which have not yet been implemented in the UK. Research has shown that all three blue light services have easily recognisable identities in the public, and media perception is that, although they may suffer ups and downs, the services are generally strong and respected and “*retaining the best features of these identities whilst working towards closer collaboration and shared resources*”¹¹⁵ is important. Each option needs to be assessed against the risk of public trust being lost.
- Broader links to wider community safety, health or social care partners may be compromised – there is concern that moving fire and police closer together may compromise collaboration with other partners, especially health. However, the PCC’s responsibilities and commissioning powers also extend to community safety and changes to governance will not prevent joint community safety initiatives, or either service from collaborating with wider partners. Initial discussions with the Yorkshire Ambulance Service as part of this work indicated that simplified or shared governance between fire and police may improve joint working with health.
- Links with local authorities and district councils may not be maintained, democratic challenge from a committee representing a wide range of opinions may be lost, and scrutiny and challenge of the single decision maker may vary.
- The Police and Crime Panel may not have the capability or resources, to exercise a broader scrutiny role, if required.
- Fire receives less attention in a shared governance model – and careful measures would need to be taken to ensure the PCC has sufficient support and expertise to ensure effective governance of fire while also fulfilling her responsibilities for policing and crime.
- Potentially strong resistance from fire unions - risk of industrial action is greater for some governance options than others, which could risk public safety.

¹¹⁴ Firefighters are second most trusted profession, IFSEC, 2015

¹¹⁵ Research into Emergency Services Collaboration, Parry et al, 2015

There are also a number of constraints and dependencies that affect the options under review:

Constraints:

- Under any of the governance options, funding will remain separate between police and fire, with a requirement for separate financial reporting;
- If the PCC wishes to introduce some of the options in the Act sequentially (e.g. start with Governance model and then later move to a Single Employer model), then a further business case and consultation is likely, unless this intention is stated in the initial business case and consultation.

Dependencies:

- Changes will require local authority approval and the endorsement of the Home Secretary or (if local approval is not forthcoming, further independent scrutiny of the business case will be required before the proposed changes can come into effect).

3.5 Conclusions

This section has set out a range of national and local drivers for change. Any governance arrangements for police and fire and rescue must be capable of meeting the national policy drivers, and enabling fire and rescue and policing services to work effectively together to meet the financial and operational challenges they face. Although fire and rescue and policing services are already working together in a number of areas, this work is tactical and has evolved in an ad hoc way with no formal programme of work in place to drive the pace of change. Historical attempts to make collaboration work locally on a broader scale have been unsuccessful to date, with the reality of the governance arrangements proving unable to match the strategic intentions of the governance bodies. There remain tangible further opportunities for greater collaboration which should realise greater benefits for local communities. However, these are limited by issues of organisational sovereignty and culture. If transformational change in collaboration is to be achieved it will require a clear strategic vision and delivery through strong cross-organisational leadership.

National and international best practice recognises that effective governance is a key enabler of collaboration and of greater organisational effectiveness. There is a risk that further significant benefits of police and fire collaboration may not be realised within the existing governance model but the unanimous view of all consulted is that the existing arrangements will not suffice. However, there are inevitably risks and costs attached to making any change and the ability of each of the different governance options to deliver the necessary improvements to collaboration whilst mitigating risks are considered in the Economic Case, the next section.

4 ECONOMIC CASE: THE OPTIONS ASSESSMENT

This Economic Case assesses the governance options introduced by the Policing and Crime Act 2017, against the option of making no change to governance. It considers how well the options could accelerate the pace and scale of collaboration to address the issues and support delivery of the opportunities identified in the Strategic Case. It also considers the extent to which each option could mitigate the strategic risks identified.

4.1 Introduction to the options

For North Yorkshire, the Policing and Crime Act 2017¹¹⁶ translates into four potential governance options:

- The Do Nothing model – retaining current governance arrangements;
- The Representation model – with the PCC becoming an additional member of the NYFRA and having a formal vote;
- The Governance model – with the PCC assuming the role of the FRA;
- The Single Employer model – building on the Governance model to also appoint a single Chief Officer across the police and fire and rescue services.

The following sections describe each option in turn and sets out:

- A description of the option
- An assessment of the option against the critical success factors outlined in the Strategic Case, establishing the likelihood of realising the opportunities. This includes quantification of the economy and efficiency benefits and the extent to which the option:
 - Accelerates scale, pace and effectiveness of collaboration
 - Brings benefits in terms of transparency and accountability
 - Is deliverable
 - Mitigates strategic risks
- A summary assessment of option against the tests of public safety, effectiveness, economy and efficiency, assessed according to the approach described below.

4.1.1 Qualitative assessment of each option

The qualitative assessment reviews each option against each of the CSFs as described in Section 3.4 attributing a low, medium, high rating against each CSF.

A summary assessment of each option is also made against the tests in the Policing and Crime Act 2017. As described in Section 3.4, these tests are not defined in more detail in the legislation, leaving them to be specified against local drivers for change by PCCs. The link between governance and improved outcomes may also not always be a direct one. In North Yorkshire, therefore, we have translated these tests into CSFs for this business case.

This Economic Case concludes with a recommendation for the preferred option.

¹¹⁶ Policing and Crime Act 2017, HM Parliament

4.1.2 Approach to economic appraisal

A net present value (NPV) for each option has been calculated for ten years including 2017/18 (year 0). Only financial benefits and costs have been included in the NPV calculation – we have not attempted to measure the economic value of interventions. The NPV must therefore be viewed alongside the non-financial benefits of a change in governance.

Costs and benefits have been assessed in terms of their 'direct' and 'indirect' impact on governance. 'Direct' costs and benefits are those which can be directly attributable to the governance change (i.e. associated with those activities through which the FRA or PCC exercise their governance and scrutiny roles). 'Indirect' costs and benefits are those which can be indirectly attributable to the governance change, such as a faster pace in delivery of collaboration.

Direct costs and benefits have been estimated as below, with detailed assumptions at Appendix 8.5 and 8.6:

- One-off implementation costs associated with governance change e.g. project costs including project team and professional advice e.g. consultation advice
- Recurrent implementation costs associated with governance change e.g. additional governance resources required
- Direct governance benefit related to the FRA no longer being required in some options and some associated governance costs no longer being required

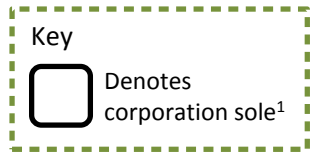
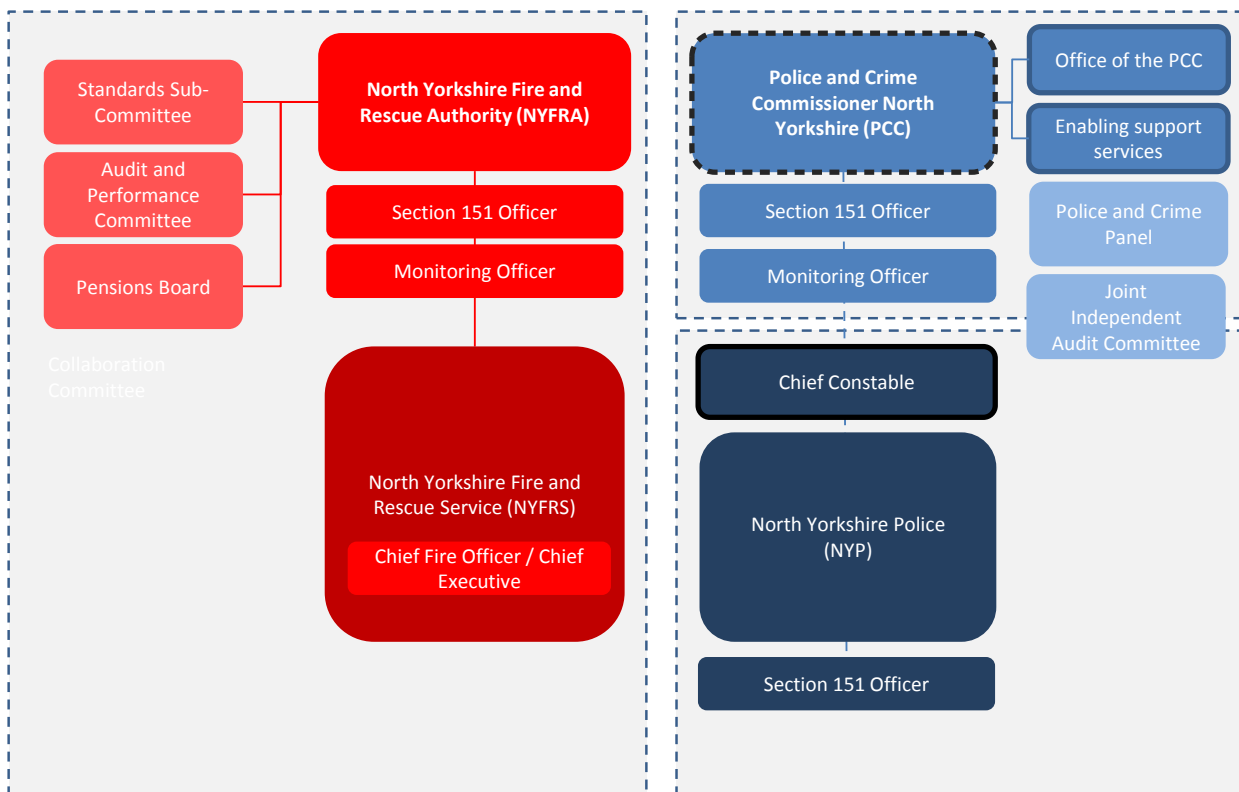
Assumptions have been made in the estimation of 'indirect' financial benefits in this business case, drawing upon the research on the impact of governance on collaboration described in the strategic case, and also the specific opportunities in North Yorkshire. These are described in Section 3.3.5 of the Strategic Case and in detail as part of each option.

4.2 Do Nothing model

4.2.1 Description of option

This option assumes that existing governance arrangements for the PCC, Chief Constable (CC) and NYFRA remain in place. The organisations would still be under the statutory duty to collaborate (including more widely across the emergency services) as set out in the Policing and Crime Act 2017. The impact of this option is illustrated below.

Figure 5: ‘Do nothing’ model – the existing governance arrangements would remain in place



4.2.2 Implications of the change

With no change to make, there would be no implementation impact on the different areas of the business.

4.2.3 Assessment against each criterion

An assessment of this option against the CSFs is provided below.

CSF 1: Accelerates scale, pace and effectiveness of collaboration

Test: The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money

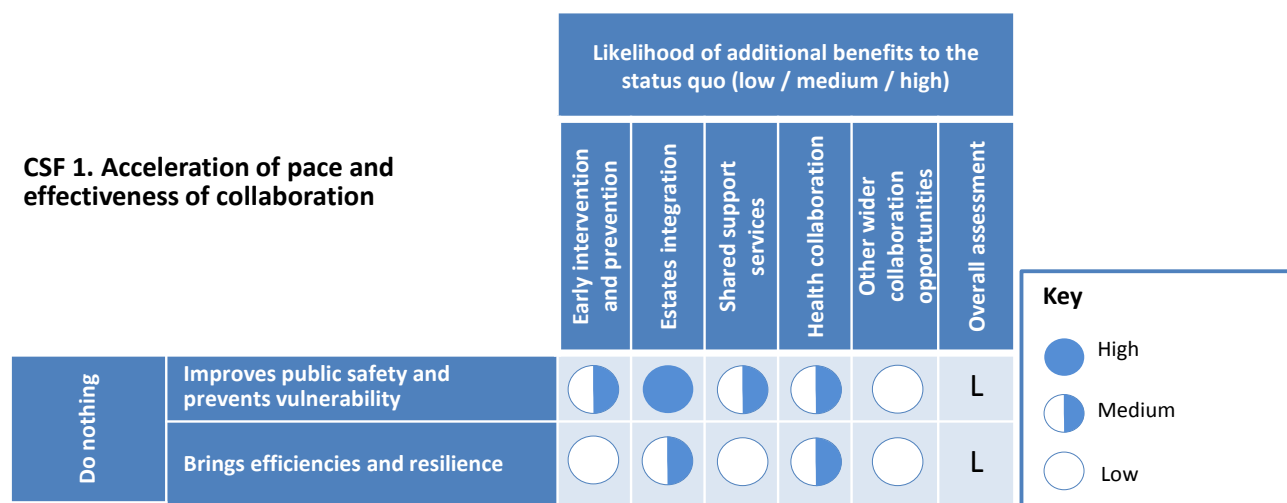
This option would enable continuation of existing planned collaboration at the current rate, improving public safety and prevention through existing plans. It is assumed that the newly-created Collaboration Committee would support closer working between fire and police, as well as other partners. Therefore, some of the collaboration opportunities identified in Table 14, could be achieved, as long as both the PCC and NYFRA agree to plans on a case-by-case basis and agree on objectives and priorities. We have made some assumptions in this business case about which opportunities could and would likely to be achieved, based on feedback and broader evidence (shared estates in line with the current direction of travel). However, as evidenced in the Strategic Case, studies have consistently shown that delivery of collaboration is inherently more challenging in a multi-governance model, and the PCC would not be able to exert formal influence in this model. Similarly, the Chief Constable will not have a formal role on this committee (and the PCC cannot represent the Chief Constable). In addition, it is unlikely to accelerate collaboration significantly as proposals would continue to need to go through separate police and fire governance structures, as the Collaboration Committee only has formal decision-making rights for fire and rescue. Further, collaboration opportunities with health partners would also continue to require multiple governance bodies to sign-off.

More ambitious opportunities that move beyond collaboration and closer to shared functions are also likely to be more difficult to achieve in this model, because of the complexities of decision-making.

No stakeholders consulted to date have favoured this option, believing it will not be sufficient to achieve the degree of collaboration desired between police and fire. The Government have also made it clear that the status quo is not an option.

Figure 6 shows the assessment against CSF 1 as described in the Strategic Case. This looks at the tests agreed, and reviews the degree to which benefits from collaboration could be accelerated through this option.

Figure 6: Assessment against CSF 1



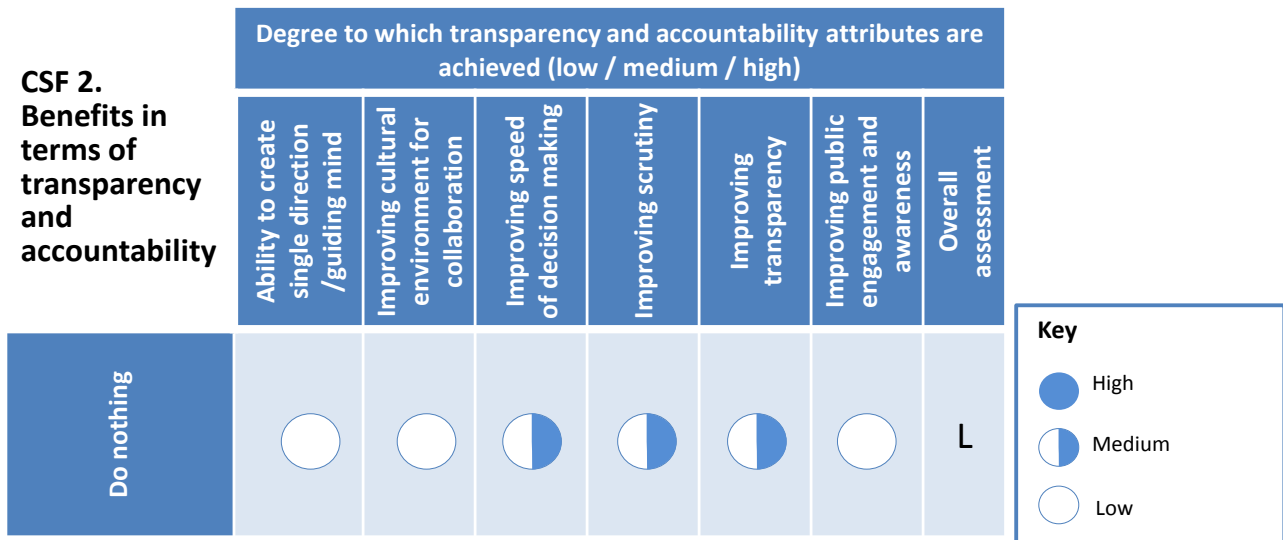
CSF 2: Brings benefits in terms of transparency and accountability

Test: The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS

The formal mechanisms of transparency and accountability of the FRA would remain the same as today, in line with CIPFA’s Framework for Delivering Good Governance in Local Government and meeting external audit requirements. The new Collaboration Committee is in place, which may bring additional independent cross-agency scrutiny to decision-making, and could increase pace of decision-making; however this will not increase the public’s engagement and the PCC has no formal voting rights on this committee under this option.

Figure 7 shows the assessment against the transparency and accountability CSF 2, broken down by particular governance attributes. It will deliver few benefits.

Figure 7: Assessment against CSF 2

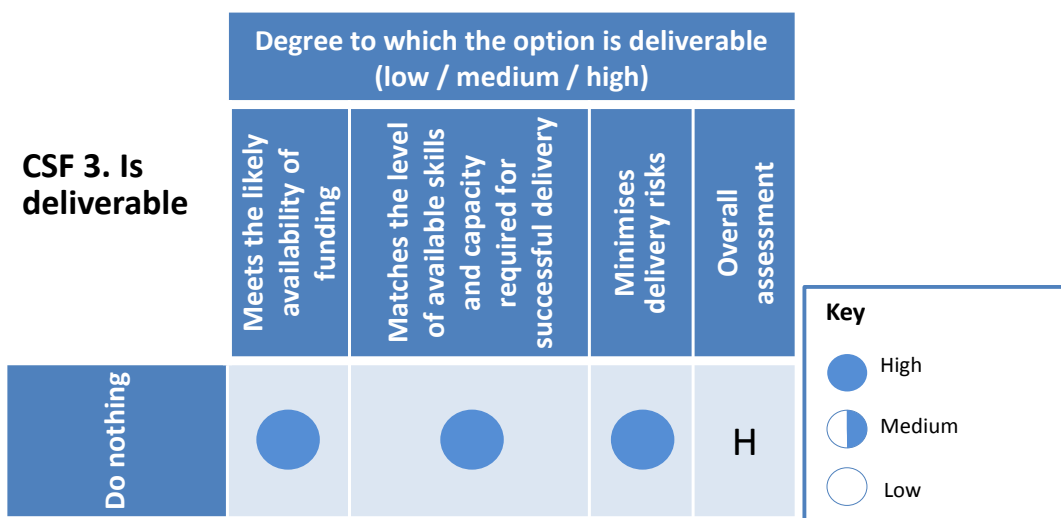


CSF 3: Is deliverable

Test: The governance option can be implemented successfully in terms of meeting the likely availability of funding, matching the level of available skills and capacity required for successful delivery and minimising delivery risks

This represents the status quo position and is therefore in line with medium term financial plans and with the current planned level of available skills and capacity. There would be no formal consultation requirements and no governance change, therefore this option has a low delivery risk.

Figure 8: Assessment against CSF 3

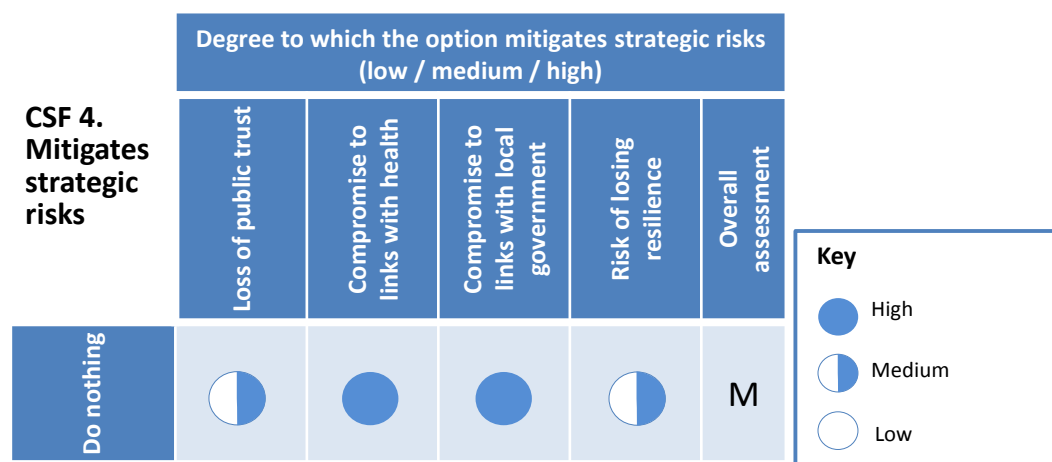


CSF 4: Mitigates strategic risks

Test: The governance option can mitigate strategic risks with the option, including the loss of public trust, compromise to links with health, compromise to links with local government and risk of losing resilience

Under this option, there are not anticipated to be any risks that concerns over the different roles of police and fire, and potential impact on public trust, will materialise, as formal governance will remain distinct and unchanged. The presence of the PCC on the Collaboration Committee presents an opportunity for improved and some small-scale simplified engagement with other partners. Links to local authorities will be maintained through existing structures. However, under this option, opportunities to ensure a joined up and simplified governance between police and fire to health partners will remain limited as there will continue to be separate decision-making and no changes to formal governance.

Figure 9: Assessment against CSF 4



4.2.4 Economic assessment

Table 17 represents the net change versus baseline costs as a result of a change in governance. Costs are shown as negative and savings are shown as positive in Table 17.

This option would incur no additional implementation costs versus the current position, and would achieve benefits from the shared estate. Of the possible 8 pipeline estates schemes, it is assumed that a joint estate would be achieved for 3 schemes in the 10 year period (assumption based on the 3 highest priority schemes). This option would achieve benefits of £0.2m over a 10 year period and an NPV of £0.1m.

Table 17: 'Do nothing' model – economic appraisal (£k)

Year	0	1	2	3	4	5	6	7	8	9	Total
Financial year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Implementation costs - recurrent	-	-	-	-	-	-	-	-	-	-	-
Implementation costs - one-off specialist support	-	-	-	-	-	-	-	-	-	-	-
Direct governance benefit	-	-	-	-	-	-	-	-	-	-	-
Shared estates	-	(280)	(30)	70	70	70	70	70	70	70	180
Shared senior management posts	-	-	-	-	-	-	-	-	-	-	-
Shared enabled support services	-	-	-	-	-	-	-	-	-	-	-
Total	-	(280)	(30)	70	70	70	70	70	70	70	180
Total – direct	-	-	-	-	-	-	-	-	-	-	-

Year	0	1	2	3	4	5	6	7	8	9	Total
Total - indirect	-	(280)	(30)	70	70	70	70	70	70	70	180
NPV											101

4.2.5 Summary assessment against of this option

The Do Nothing model has been assessed above against the CSFs agreed in Section 3.4. A summary is shown below. In addition, we have developed an assessment against the tests in the Policing and Crime Act 2017, based on the definition in Section 3.4.

Table 18: Summary qualitative assessment against CSFs and statutory tests

Critical success factors			Statutory tests	
Critical success factor	How the test is met	Do nothing (High / medium / low)	Economy / efficiency / effectiveness	Public safety ¹¹⁷
Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	L	✓	N/A
Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	L	✓	N/A
Is deliverable	The governance option can be implemented successfully	H	N/A	✓✓
Mitigates strategic risks	The governance option can mitigate strategic risks	M	✓	✓✓
Net present value (£k)		£0.1m	N/A	

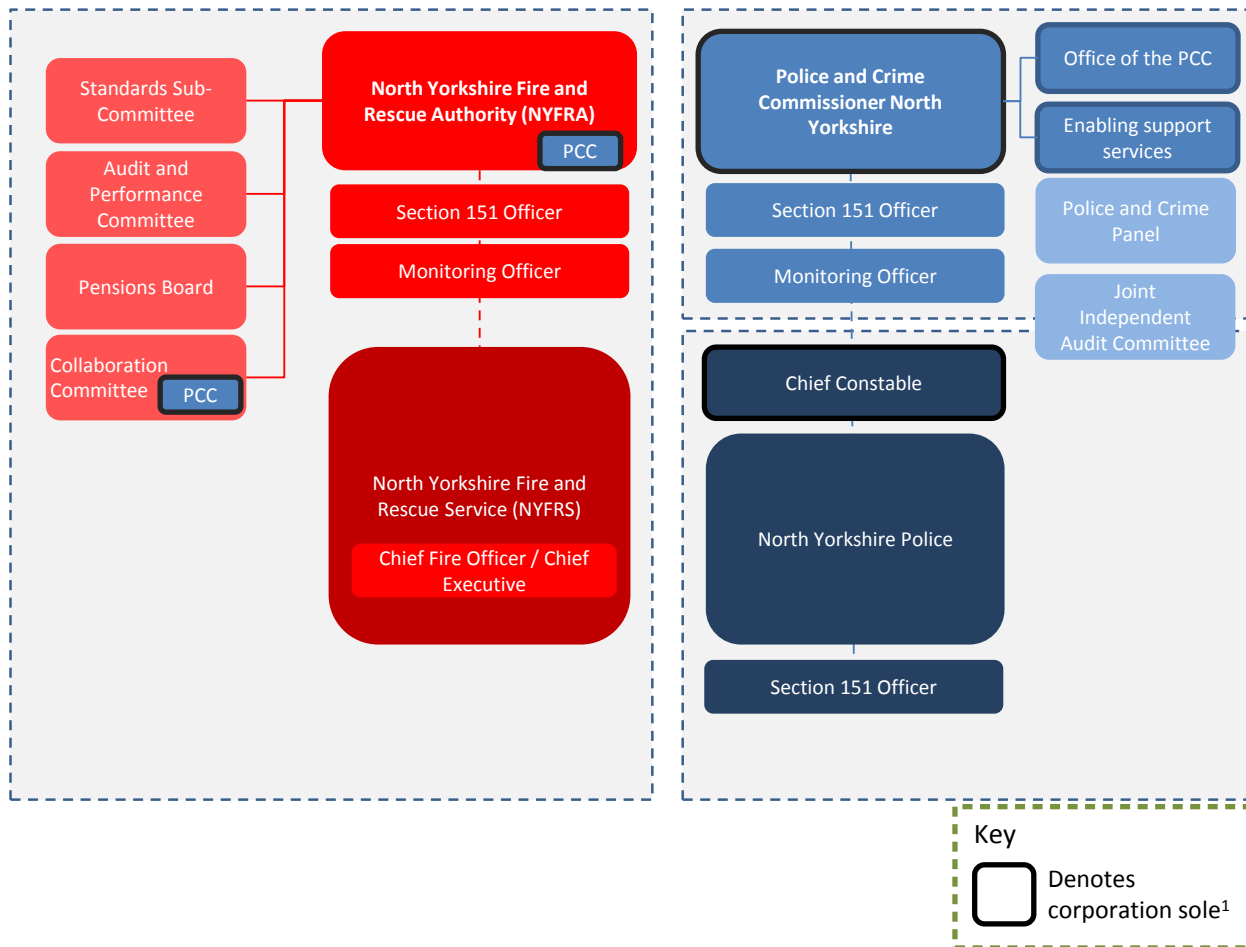
¹¹⁷ It should be noted that this LBC does not seek to make a statement on public safety in relation to the degree to which collaboration or governance will directly impact on it. Therefore we will not make an assessment against CSF1 and CSF2. We will make an assessment of the degree to which deliverability and risk could impact on public safety on each option.

4.3 Representation model

4.3.1 Description of option

This option uses the powers set out in the Act to allow the PCC to be represented on the Fire and Rescue Authority or any of its committees with full voting rights, subject to agreement of the Fire and Rescue Authority. The PCC will also be represented on the newly-created Collaboration Committee of the NYFRA. The Home Office has recently indicated that a short period of public consultation will be required to give effect to the powers in the Act as far as they apply to Combined Fire and Rescue Authorities.¹¹⁸

Figure 10: Representation model – PCC is represented on the FRA (or its committees) in their police area with full voting rights, subject to the consent of the FRA



4.3.2 Implications of the change

This section describes the implications of the change and the assumptions which have been made in this LBC for this option.

Table 19: Implications of the change

Theme	Implication
Overarching	<ul style="list-style-type: none"> The PCC will sit on the FRA and be a voting member, with one vote, in addition to the existing membership.

¹¹⁸ Letter from Home Office to Fire and Rescue Authorities, April 2017

Theme	Implication
	<ul style="list-style-type: none"> • The change requires agreement from NYFRA and a review of the existing members of the FRA to ensure that the political balance remains. • There would be scope under this option to create an integrated fire and police plan and risk strategies, and a single commissioning approach. • This option does not preclude moving to Governance model at a later date, should it prove to be insufficient to drive collaboration at the required pace and/or to achieve wider benefits.
Staffing, assets and liabilities	<ul style="list-style-type: none"> • There would be no direct impact on staffing, asset and liabilities; there would be no changes to roles or resources as a direct consequence of the governance arrangements, except for additional responsibilities for the PCC. • There may be a need for a small amount of additional capacity in the OPCC to help the PCC with the new commitments (see below). • Under this option, it is possible that there would be scope for: <ul style="list-style-type: none"> – A shared Section 151 and Monitoring Officer role across the FRA and PCC, subject to consultation. – Shared fire/police governance support. – An integrated fire and police plan and risk strategies, and single commissioning approach. – Some shared enabling support functions.
Governance and approval	<ul style="list-style-type: none"> • No formal public consultation is required to implement this option. • Requires amendment to Government legislation to enact this option.
Implementation timescales	<ul style="list-style-type: none"> • This could be delivered as soon as the legislation is in place, and therefore we assume could take place from September 2017. This will need to be kept under review.
Direct costs and financial benefits	<ul style="list-style-type: none"> • There will be some additional recurrent costs associated with the additional workload for the Office of the PCC (we have assumed 0.5 FTE of a Policy and Scrutiny Officer, at a cost of ~£17k per annum). There will be no direct governance savings.
Indirect costs and financial benefits	<ul style="list-style-type: none"> • Of the possible 8 pipeline estates schemes, it is assumed that all schemes could take place, however that 4 schemes start one year later than could be possible, and 2 schemes start 2 years later than could be possible. It is assumed that a shared HQ would also be implemented, assuming that ongoing discussions result in this outcome. • It is assumed that marginal benefits might be achieved through shared services, equivalent to several joint posts or purchasing arrangements to 0.5% of in-scope expenditure, or £70k per annum. This would be an extension of current arrangements e.g. a shared transport manager has already been in place last year.

4.3.3 Assessment against each criterion

CSF 1: Accelerates scale, pace and effectiveness of collaboration

Test: The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money

This option would enable continuation of planned collaboration and ensure that the PCC has a formal opportunity to influence the shaping and improvement of future collaboration opportunities that come formally before the NYFRA or the Collaboration Committee. The PCC would also have a formal (albeit limited) role in approving future strategies and budgets for NYFRS, which might help to reduce the risk of inappropriately non-aligned strategies. PCC representation could also bring additional external scrutiny or additional weight to collaboration discussions. The Collaboration Committee will bring additional time and scrutiny in considering local collaboration. It may also simplify interactions for other partners. This is the option currently preferred by the Fire and Rescue Authority.

Based on discussions with stakeholders, analysis of the collaboration priorities identified during this work, and the evidence base set out in the Strategic Case on the role of governance in enabling effective collaboration, it is assessed that this model would support delivery of aspects of the collaboration agenda between fire and police, which are likely to bring long term qualitative and quantitative benefits. Under this option, many of the priority opportunities for collaboration as identified in Table 14, could be achieved in line with the current direction of travel, but only if both the PCC and NYFRA agree on objectives and priorities. Those opportunities which are not yet in flight, such as shared support services functions, are unlikely to take place. As described above, it would be possible to create shared support roles between police and fire under this model (as under any governance option). However, as the strategic case showed, previous discussions on these types of options in North Yorkshire have not led to change, and they are inherently more complex to achieve through multiple governance routes.

Figure 11: Degree of potential collaboration change under Representation

Early intervention and prevention	Joint commissioning of specific interventions to target a specific community need: <ul style="list-style-type: none"> Extended road safety prevention
Effective joint response	Opportunities to improve joint response for specific targeted interventions and where there are response synergies: <ul style="list-style-type: none"> Joint forced entry service
Shared support	Opportunities for shared enabling service functions where there are efficiencies to be gained, with an early emphasis on: <ul style="list-style-type: none"> Joint transport and logistics assets and teams Shared estates - HQ and operational Joint procurement

As evidenced in the Strategic Case, studies have consistently shown that delivery of collaboration is inherently more challenging in a multi-governance model, and the PCC would not be able to exert significant formal influence in this model. Similarly, the Chief Constable will not have a formal role on this committee (and the PCC cannot represent the Chief Constable). In addition, it is unlikely to accelerate collaboration significantly as proposals would continue to need to go through separate police and fire governance structures, as the Collaboration Committee only has formal decision-making rights for fire and rescue. Similarly, collaboration opportunities with health partners would also continue to require multiple governance bodies to sign-off.

The Representation model would also make development and delivery of the more strategic vision set out in Table 14 more challenging. Development of single commissioned services, innovative delivery models and integrated estates would be challenging under a fragmented governance model and also higher risk to sustain as they would remain dependent upon continuing joint support for the changes.

The difference in practice therefore between the 'Do Nothing' model and this option is difficult to discern, and more ambitious, transformational opportunities that move beyond collaboration and closer to shared functions are likely to continue to be more difficult or slower to achieve in this model.

Figure 12 shows the assessment against the CSFs as described in the Strategic Case. This looks at the tests agreed, and reviews the degree to which benefits from collaboration could be accelerated through this option.

Figure 12: Assessment against CSF 1

		Likelihood of additional benefits to the status quo (low / medium / high)					
		Early intervention and prevention	Estates integration	Shared support services	Health collaboration	Other wider collaboration opportunities	Overall assessment
FRA representation	Improves public safety and prevents vulnerability	Medium	High	Medium	Medium	Medium	M
	Brings efficiencies and resilience	Medium	Medium	Low	Medium	Medium	L

Key

- High
- Medium
- Low

CSF 2: Brings benefits in terms of transparency and accountability

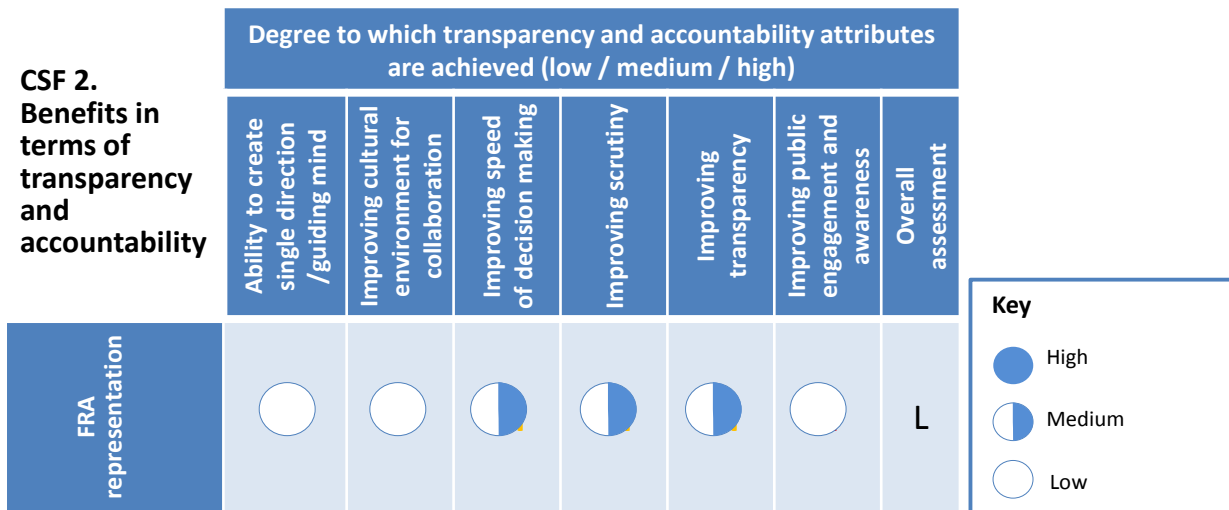
Test: The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS

The formal mechanisms of transparency and accountability of the FRA will remain the same as today under this option, in line with CIPFA’s Framework for Delivering Good Governance in Local Government and meeting external audit requirements. The new Collaboration Committee is also in place, which may bring some additional independent scrutiny to decision-making, and could make some difference to the pace of decision-making on collaboration matters. In addition, the PCC would be able to contribute formally on fire matters, bringing additional outside scrutiny.

The Chair of the Fire Authority at the time of the beginning of this process indicated in interview that he thought the FRA did not meet frequently enough, and wished to increase the frequency of meetings through the Collaboration Committee that could accelerate decision-making, and also improve aspects of scrutiny. It is also possible that the PCC’s presence on the NYFRA could act as a catalyst to introduce the types of proactive public engagement the PCC has undertaken in policing. However, changes in NYFRA leadership as a result of the recent local elections, and the fact that no formal proposals have yet been made at the NYFRA, mean that this has not been assessed as probable at this stage.

Figure 13 shows the assessment against the transparency and accountability CSF 2, of the additional benefits that the Representation model could bring, broken down by particular governance attributes. The option is assessed as low because it does not bring a material change to the status quo position on the governance attributes below.

Figure 13: Assessment against CSF 2



CSF 3: Is deliverable

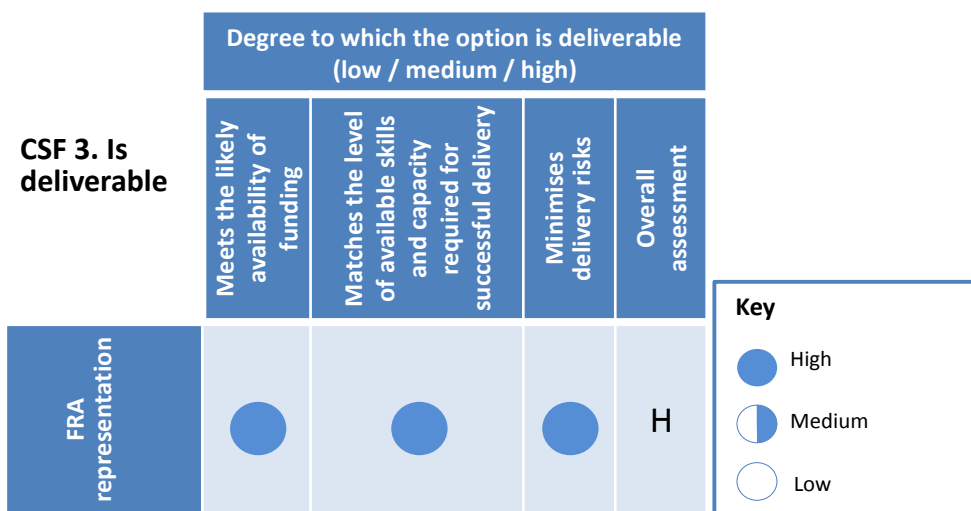
Test: The governance option can be implemented successfully in terms of meeting the likely availability of funding, matching the level of available skills and capacity required for successful delivery and minimising delivery risks

Implementation of this option would be straightforward and quick with no HR or commercial implications, although it requires the Government to enact the relevant parts of the legislation. There would be no formal consultation requirements. Therefore, no one-off project costs to implement the change have been assumed.

PCC representation would bring an increased workload for the OPCC, and therefore it is assumed that a small amount of additional resource would be required as part of the change. There would be no overall governance savings under this option as existing mechanisms for the NYFRA and PCC would continue.

This option is currently supported by the existing NYFRA and so would be easy to implement. It could also be a stepping stone to Governance or the Single Employer model in the future.

Figure 14: Assessment against CSF 3



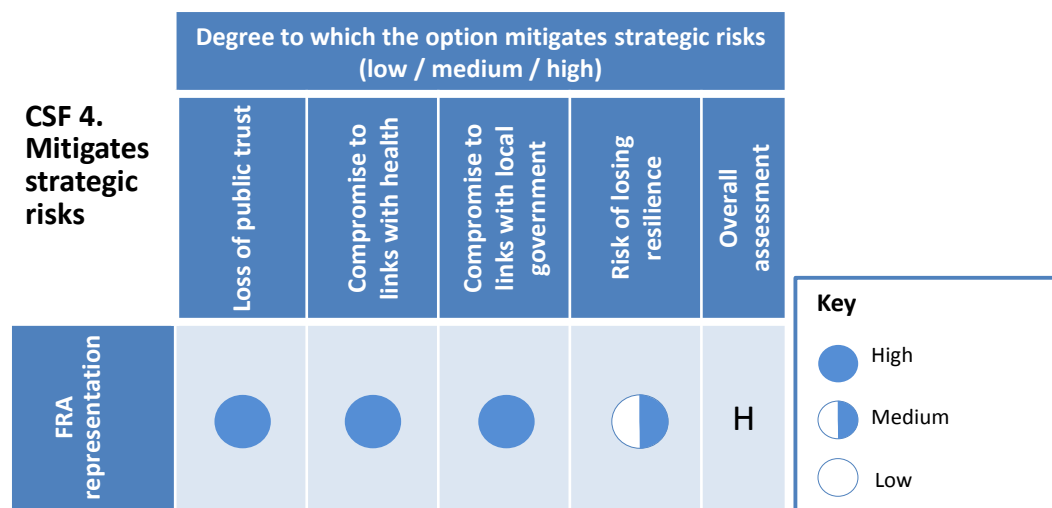
CSF 4: Mitigates strategic risks

Test: The governance option can mitigate strategic risks with the option, including the loss of public trust, compromise to links with health, compromise to links with local government and risk of losing resilience

Under this option, the risk arising from concerns over the different roles of police and fire, and potential impact on public trust, are unlikely to materialise, as the role of the PCC in fire governance will be limited and one voice among many. As with the Do Nothing model, the presence of the PCC on the Collaboration Committee presents an opportunity for improved and some simplified engagement with other partners. Links to health partners and local authorities will be maintained through existing structures. There will be some opportunities to ensure a joined up and simplified governance between police and fire to health partners and the perceived risk that fire priorities will move away from health collaboration is low.

In addition, closer alignment between fire and police should bring greater resilience to both services, however residual resilience risk is likely to remain and the ability of police and fire to meet operational and financial challenges is likely to be harder to achieve without the drive for deeper and faster collaboration.

Figure 15: Assessment against CSF 4



4.3.4 Economic assessment

Table 20 below represents the net change versus baseline costs as a result of a change in governance. Costs are shown as negative and savings are shown as positive in Table 20.

This option would achieve benefits of £1.6m over a 10 year period and an NPV of £1.3m.

Table 20: Representation model – economic assessment (£k)

Year	0	1	2	3	4	5	6	7	8	9	Total
Financial year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Implementation costs - recurrent	(9)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(162)
Implementation costs - one-off specialist support	-	-	-	-	-	-	-	-	-	-	-
Direct governance benefit	-	-	-	-	-	-	-	-	-	-	-
Shared estates	-	(280)	50	(30)	200	220	220	210	290	290	1,170
Shared senior management posts	-	-	-	-	-	-	-	-	-	-	-

Year	0	1	2	3	4	5	6	7	8	9	Total
Shared enabled support services	-	70	70	70	70	70	70	70	70	70	630
Total	(9)	(227)	103	23	253	273	273	263	343	343	1,639
Total – direct	(9)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(162)
Total - indirect	-	(210)	120	40	270	290	290	280	360	360	1,800
NPV											1,280

4.3.5 Summary assessment of this option

The Representation model has been assessed above against the CSFs agreed in Section 3.4. A summary is shown below. In addition, we have developed an assessment against the tests in the Policing and Crime Act 2017 tests, based on the definition in Section 3.4.

Table 21: Summary qualitative assessment against CSFs and statutory tests

Critical success factors			Statutory tests	
Critical success factor	Economy / efficiency / Effectiveness	Economy / efficiency / Effectiveness	Economy / efficiency / effectiveness	Public safety ¹¹⁹
Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	L	✓✓	N/A
Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	L	✓	N/A
Is deliverable	The governance option can be implemented successfully	H	N/A	✓✓
Mitigates strategic risks	The governance option can mitigate strategic risks	H	✓✓	✓✓
Net present value (£)		£1.3m	N/A	

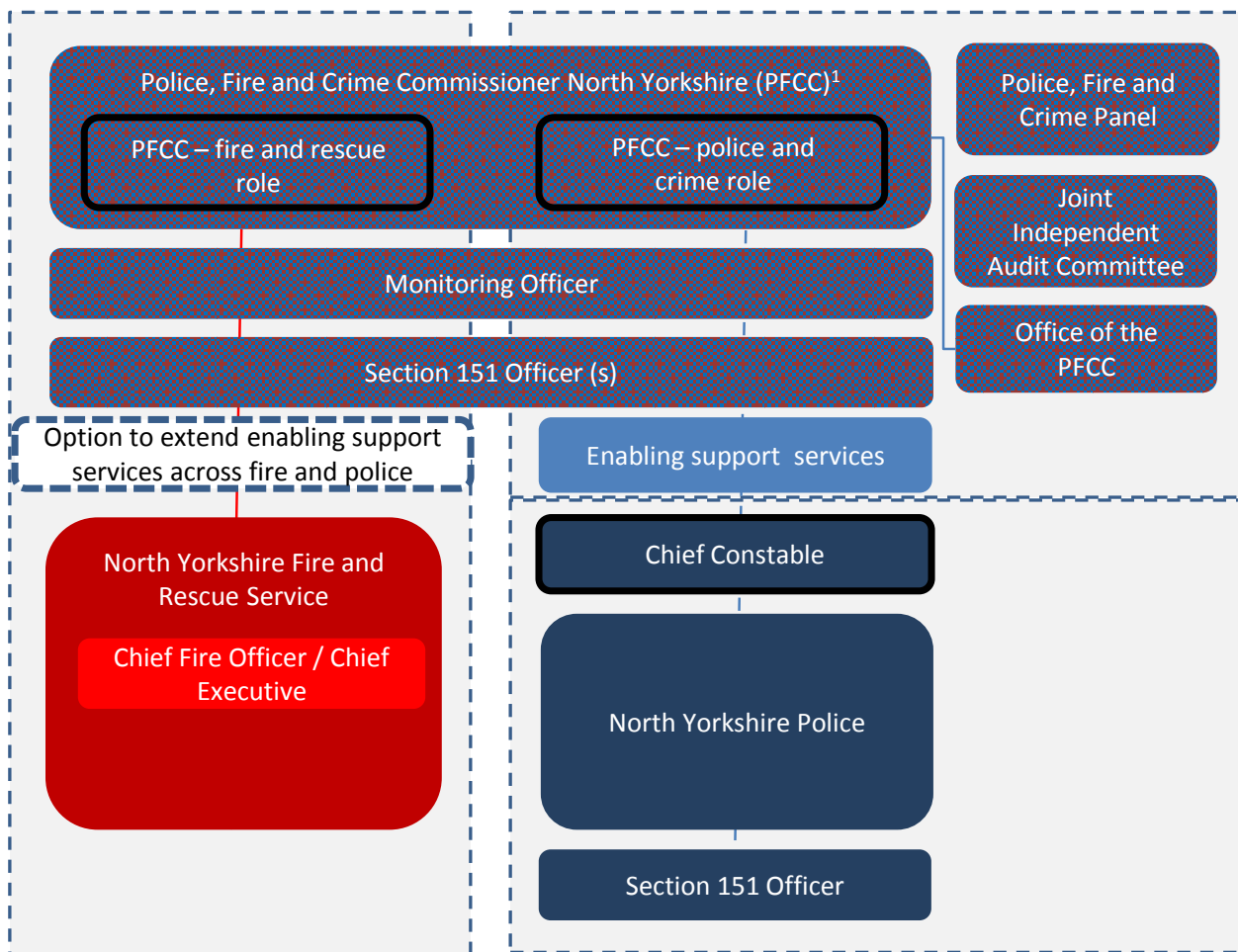
¹¹⁹ It should be noted that this LBC does not seek to make a statement on public safety in relation to the degree to which collaboration or governance will directly impact on it. Therefore we will not make an assessment against CSF1 and CSF2. We will make an assessment of the degree to which deliverability and risk could impact on public safety on each option.

4.4 Governance model

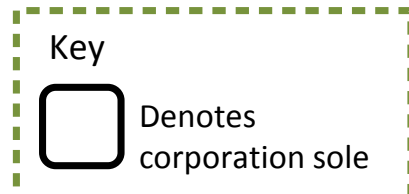
4.4.1 Description of option

This option uses the powers set out in the Act to allow the PCC to take on the role of the Fire and Rescue Authority (FRA). Under this option, known in the Act as the “Governance model”, the FRA will be abolished and its functions transferred to the Police, Fire and Crime Commissioner (PFCC). There will technically still be three legal entities as the PFCC is two corporations sole: the PFCC conducting PCC functions; the PFCC conducting Fire and Rescue Authority functions, employing fire staff; and the Chief Constable. NYFRS and NYP will continue to have their own Chief Officers. The PFCC would have governance responsibility for both NYFRS and NYP.

Figure 16: Governance model – PCC takes on responsibility for the fire and rescue service; individual services retain their operational independence, their Chief Fire Officer and Chief Constable, and their own staff



Notes: 1. The PFCC has 2 corporations sole – one in the PCC role and one in the FRA role.



4.4.2 Implications of the change

This section describes the implications of the change and the assumptions which have been made in this LBC for this option.

Table 22: Implications of the change

Theme	Implication
Overarching	<ul style="list-style-type: none"> • The PCC would become the Police Fire and Crime Commissioner (PFCC) and the employer of all fire and rescue staff, and holder of assets and contracts. The Chief Fire Officer will continue to have operational responsibility and day-to-day responsibility for the leadership of NYFRS. The Chief Constable will also continue to employ staff in line with current arrangements. The distinction between operational policing and fire-fighting will be maintained, with the law preventing a full-time police officer from being a fire-fighter. • The PCC continues to be both a corporation sole for policing and crime and a separate corporation sole for the FRA functions. Operation of governance of fire would however be changed to resemble the PCC model in policing, with more frequent meetings and no committees • The Office of the PFCC would need to be expanded and restructured to take on the role of governance of NYFRS and enhanced collaboration. • Following hand-over, the members of NYFRA will step down from their role and governance support arrangements will transfer to the Office of the PFCC. • The Police, Fire and Crime Panel will continue to provide oversight of the PCC including with the additional remit. The PCP has estimated that this would increase costs, although it is assumed in this business case that any reasonable additional costs (if agreed) continue to be grant funded by the Home Office (this assumption has not been confirmed formally by the Home Office yet). • Under this option, there is an assumption that over time, it is likely that there would be: <ul style="list-style-type: none"> – A shared Section 151 officer across the FRA and PCC, subject to consultation. – A modified Chief Fire Officer / Chief Executive role to maintain the fire aspect to the role and merge aspects of the corporate support role with current enabling support services provided by the Chief Executive and Monitoring Officer of the PCC for NYP. – Shared fire/police governance support (while recognising the different governance models between police and fire given the separate statutory role of the Chief Constable). – An integrated fire and police plan and risk strategies, and single commissioning approach.
Staffing, assets and liabilities	<ul style="list-style-type: none"> • The PCC would need to carry out a detailed review of the contracts, assets, liabilities, etc. of NYFRA prior to transfer and there would need to be a transfer of contracts, assets and liabilities to the new entity. Initial legal advice suggests that this should be relatively straightforward, however formal due diligence would need to take place on novation or change control terms that could delay implementation or create complexity. • For NYFRS staff, there would need to be a staff consultation process relating to the transfer of their employment, which would take place following Cabinet Office Statement of Practice (COSOP) procedures. • There will be no changes to terms and conditions arising directly from the change in governance.

Theme	Implication
Governance and approval	<ul style="list-style-type: none"> This option requires formal public consultation then scrutiny of a business case (by the Home Office) before approval by the Home Secretary and secondary legislation to enact the change. The degree of scrutiny will depend upon the level of local support there is for change.
Implementation timescales	<ul style="list-style-type: none"> Based on current advice and guidance, it is assumed that this option can be implemented within one year of going out to consultation i.e. April 2018 based on current plans.
Direct costs and financial benefits	<ul style="list-style-type: none"> There will be some additional recurrent costs associated with the additional workload for the Office of the PCC (estimated as 1 FTE of a Policy and Scrutiny Officer) and additional costs of taking on FRA governance responsibilities at an estimated cost of ~£64k per annum. There will be one-off requirements for specialist implementation resources (e.g. project management, consultation advice and potential additional audit costs), estimated to cost ~£121k. There will be a reduction in expenditure of direct fire governance costs of ~£100k pa, based on no requirement for member direct costs, training or committee services.
Indirect costs and financial benefits	<ul style="list-style-type: none"> Of the possible 8 pipeline estates schemes, it is assumed that a joint estate would be achieved for all schemes in the 10 year period, in the timescales set out by stakeholders as possible. It is assumed that a shared HQ would also be implemented. It is assumed that it would be possible to combine some senior management roles across fire and police particularly around corporate roles. There is also an assumption that there would be a shared Section 151 Officer between NYFRA and PCC and that the Monitoring Officer role would be covered by the PCC's CEO. It is assumed that these changes might achieve benefits of £250k recurrently. Any changes would be phased in line with existing staff retirements or natural attrition and would be subject to consultation. It is assumed that benefits might be achieved through shared services, equivalent to a number of joint posts or purchasing arrangements to 4% of in-scope expenditure, or £550k per annum. This is based on the assumption that a number of shared posts could be achieved across services, subject to consultation, based on analysis of existing structures.

4.4.3 Assessment against each criterion

The assessment of this option is described below.

CSF 1: Accelerates scale, pace and effectiveness of collaboration

Test: The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money

This option would enable collaboration of a different scale than has been possible previously, with the ability to align priorities and budgets and share resources more easily. Under this option, the PCC would be able to move closer towards her transformational vision by delivering a fire / police whole system approach to prevention and early intervention. These could be supported by a more strategic approach to use of data and intelligence to inform the commissioning of services. Wider integration of control room and enabling support

services (due to some police enabling services being managed by the Chief Executive of the OPCC) would also be more possible, although this would represent a significant change and incur implementation costs. This may, in future include a range of delivery options, including further review of a new delivery model such as a third entity, as described earlier in the Strategic Case. A separate business case would be required to assess the case for such a change. This option will bring benefits in terms of resilience, flexibility in access to resources, thus making it easier to deliver front line services such as joint response and early intervention and prevention. In delivering collaboration, the PCC could act as a driver of change and transformation. Over the longer term, staff teams working together over time would also be likely to collaborate more, bringing more benefits and impacting on cultural barriers.

Figure 17: Degree of collaboration change possible under Governance model

Early intervention and prevention	Whole-system fire and police preventative service model across targeted communities
Effective joint response	Wider service and system integration for control rooms
Shared support	Wider shared support / enabling services, where applicable e.g. joint IT systems. Also, shared learning and development
Aligned strategic commissioning	Integrated data and intelligence to support integrated strategic planning and response across communities

Under this option, it is also more likely that the opportunities to create shared governance roles across fire and police will be taken promptly, and the PCC would move to create streamlined governance structure which operates at the speed of the required activity and aligns with the model adopted in policing. With a single decision-maker it is also more likely that over time opportunities will be seized to create shared support roles where there is a good business or cost reason to do so.

It is also considered, based on the evidence provided in the Strategic Case about how single governance can accelerate decision-making, that the pace of collaboration is more likely to increase. A single decision maker will ensure that there is aligned political will and ambition.

A single governance approach could also simplify collaboration arrangements with other partners, such as health and local authorities, reducing duplication and enhancing the ability of both services to collaborate more effectively and efficiently. It would reduce the number of decision makers needed in discussions and be able to join up discussions across the services. Initial engagement with health partners has indicated that this is anticipated by partners already.

Figure 18 shows the assessment against the CSFs as described in the Strategic Case. This looks at the tests agreed, and reviews the degree to which benefits from collaboration could be accelerated through this option.

Figure 18: Assessment against CSF 1

		Likelihood of additional benefits to the status quo (low / medium / high)					
		Early intervention and prevention	Estates integration	Shared support services	Health collaboration	Other wider collaboration opportunities	Overall assessment
Transfer of functions (Governance)	Improves public safety and prevents vulnerability	High	High	Medium	High	Medium	H
	Brings efficiencies and resilience	High	High	Medium	Medium	Medium	M

Key

- High
- Medium
- Low

CSF 2: Brings benefits in terms of transparency and accountability

Test: The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS

This option could also enable the changes that the PCC model has brought to policing to apply to fire and rescue services. There would be increased public engagement through a directly elected PFCC who would put in place similar accountability and engagement arrangements for fire as exist currently for police. This can contribute to the increased effectiveness of emergency services to understand and meet public expectations. It would mean:

- Direct and joined-up access to PFCC through police and fire public surgeries (FRA matters are discussed currently at local NYCC Area Committee meetings), making it easier for the public to raise concerns.
- Easier access to public meetings (PCC’s Corporate Performance, Delivery and Scrutiny is live streamed and questions can be posed on social media such as Twitter live whereas the public can attend or pose questions in advance to the FRA).
- Independent technical resources within an OPFCC who would provide additional capacity and capability to provide effective independent scrutiny and challenge to decision-making, although this would incur additional costs.
- Speed of decision making is likely to increase as PCC formal governance is more frequent than the NYFRA with weekly and monthly decision-making meetings.
- It is likely to raise the public profile of fire governance, as the PCC role has been shown to raise the profile of police governance. There would be a single, democratically accountable person responsible for fire governance, with a clear port of call for people to contact and a visible public presence.

Figure 19 shows the assessment against the transparency and accountability CSF, broken down by particular governance attributes. The option is assessed as medium because it will bring a material change to the status quo position on the governance attributes below.

Figure 19: Assessment against CSF 2

		Degree to which transparency and accountability attributes are achieved (low / medium / high)						
		Ability to create single direction /guiding mind	Improving cultural environment for collaboration	Improving speed of decision making	Improving scrutiny	Improving transparency	Improving public engagement and awareness	Overall assessment
CSF 2. Benefits in terms of transparency and accountability	Transfer of functions (Governance)							M

Key

- High
- Medium
- Low

CSF 3: Is deliverable

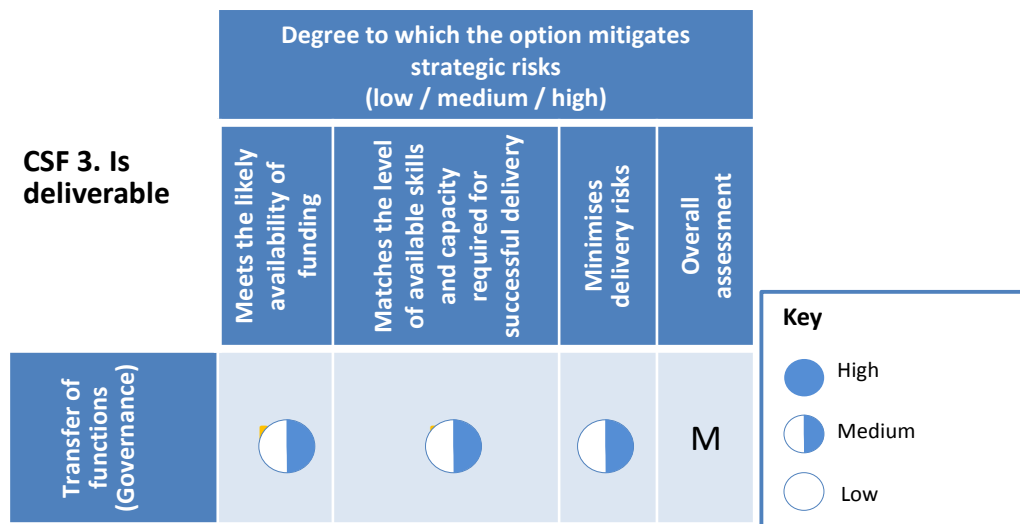
Test: The governance option can be implemented successfully in terms of meeting the likely availability of funding, matching the level of available skills and capacity required for successful delivery and minimising delivery risks

This option represents a transformational change, versus the limited change in the Representation model. Formal public consultation and secondary legislation would be required to enact the change, and staff consultation will be required to engage on, and manage the change, including engagement with representative bodies.

There will be additional costs – a one-off implementation cost and ongoing costs. There will be an ongoing requirement for additional support to the OPFCC as part of the OPCC, to ensure that the PFCC can sustainably increase her remit. The Police and Crime Panel has indicated that it is also likely to need additional funding for the additional remit. It is assumed currently that this will be funded by the Home Office as part of existing arrangements (if agreed), but no formal guidance has been received on this matter to date. In addition, there will be one-off requirements for specialist implementation resources (e.g. project management and consultation advice). Implementation challenges can be expected, due to transfer of staff, assets, contracts and liabilities to the new PFCC entity, although this is relatively low risk as there will be no changes to terms and conditions arising from the change of governance. There is also a risk that the complexity of novating PFI contracts to the new OPFCC could result in delay and additional cost, although an initial review of the contract suggests that this is low risk.

The Governance model could be a stepping stone to Single Employer but it is not possible to revert to the Representation model after this option has been implemented unless there is subsequent primary legislation.

Figure 20: Assessment against CSF 3



CSF 4: Mitigates strategic risks

Test: The governance option can mitigate strategic risks with the option, including the loss of public trust, compromise to links with health, compromise to links with local government and risk of losing resilience

Closer integration and strategic joint commissioning of early intervention, prevention and response activities across fire and police, will present a greater opportunity for the police and other public sector partners to further benefit from the strong fire identity. It should also bring faster access to a greater number of resources, thus bringing further resilience.

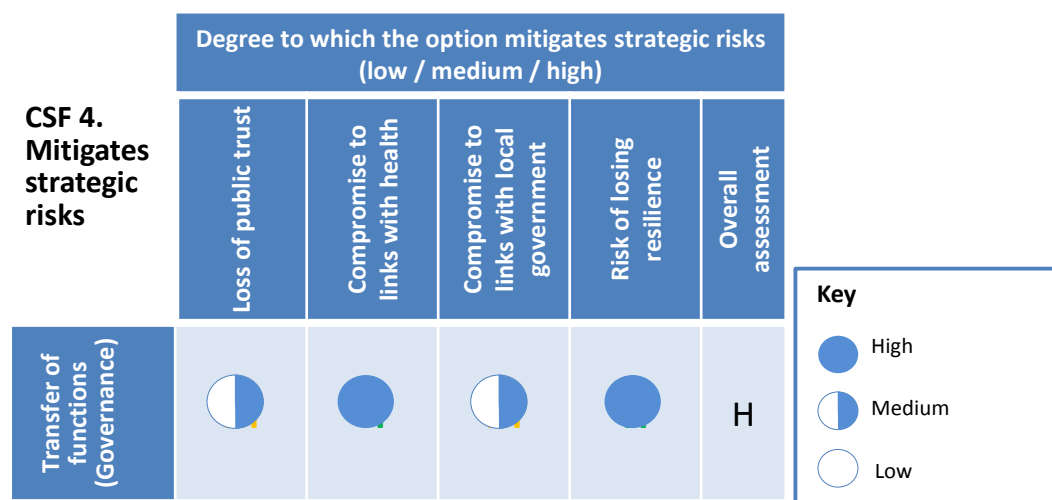
Conversely, where fire are taking on more responsibilities as part of integrated services, there is a risk that activities are perceived to be involved in law enforcement and therefore there may be a risk of loss of trust – this risk would need to be measured on an individual collaboration business case basis, as there is no evidence yet from elsewhere that this is the case. While there may be a risk for fully integrated operational roles, public consultation in other areas has indicated that shared governance is not a public concern (see Section 3.2.3).

There is unlikely to be an impact on existing fire and police partnerships with other agencies and all collaboration opportunities would be subject to a detailed business case which would need to consider this risk. Conversely, closer fire and police governance may strengthen partnerships with other agencies or make it easier to engage with fire and police, particularly around place-based early intervention and prevention. Also, it may present new opportunities for partners, for example around the estate.

However, there is a long term risk that strategic commissioning becomes more geared towards achievement of police objectives than fire and that local authority links, currently enabled by the role of councillors in the governance of fire and access to local authority resources, will be damaged. The PCC will need to put appropriate resource into maintaining links with local government (City of York, County and Districts). If this could be done in a joined up way, so that police and fire issues are considered together, it could improve emergency services links overall. A publicly-elected Police, Fire and Crime Commissioner would have a mind to the overall public need and the outcomes that should be delivered, incorporating both services at the same time. From a community safety outcomes approach they would be able to approach such discussions with a mind to how the two services can provide a response rather than thinking about each separate organisation.

There is also a risk that there is a perceived lack of separation and therefore lack of challenge between police and fire, particularly when it comes to allocation of cost. The PCC would need to put robust controls and independent scrutiny of the cost allocations in place.

Figure 21: Assessment against CSF 4



4.4.4 Economic assessment

Table 23 represents the net change versus baseline costs as a result of a change in governance. Costs are shown as negative and savings are shown as positive in Table 23.

This option would achieve benefits of £8m over a 10 year period and an NPV of £6.6m.

Table 23: Governance model – economic assessment (£k)

Year	0	1	2	3	4	5	6	7	8	9	Total
Financial year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Implementation costs - recurrent	-	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(576)
Implementation costs - one-off specialist support	(60)	(60)	-	-	-	-	-	-	-	-	(121)
Direct governance benefit	-	100	100	100	100	100	100	100	100	100	900
Shared estates	-	(280)	(30)	70	220	270	210	290	290	290	1,330
Shared senior management posts	-	25	50	250	250	250	250	250	250	250	1,825
Shared enabled support services	-	350	450	550	550	550	550	550	550	550	4,650
Total	(60)	71	506	906	1,056	1,106	1,046	1,126	1,126	1,126	8,009
Total – direct	(60)	(24)	36	36	36	36	36	36	36	36	204
Total - indirect	-	95	470	870	1,020	1,070	1,010	1,090	1,090	1,090	7,805
NPV											6.6

4.4.5 Summary assessment of this option

The Governance model has been assessed above against the CSFs agreed in Section 3.4. A summary is shown below. In addition, we have developed an assessment against the tests in the Policing and Crime Act 2017 tests, based on the definition in Section 3.4.

Table 24: Summary qualitative assessment against CSFs and statutory tests

Critical success factors			Statutory tests	
Critical success factor	Economy / efficiency / Effectiveness	Economy / efficiency / Effectiveness	Economy / efficiency / effectiveness	Public safety ¹²⁰
Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	H	✓✓	N/A
Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	M	✓✓	N/A
Is deliverable	The governance option can be implemented successfully	M	N/A	✓✓
Mitigates strategic risks	The governance option can mitigate strategic risks	H	✓✓	✓✓
Net present value (£)		£6.6m	N/A	

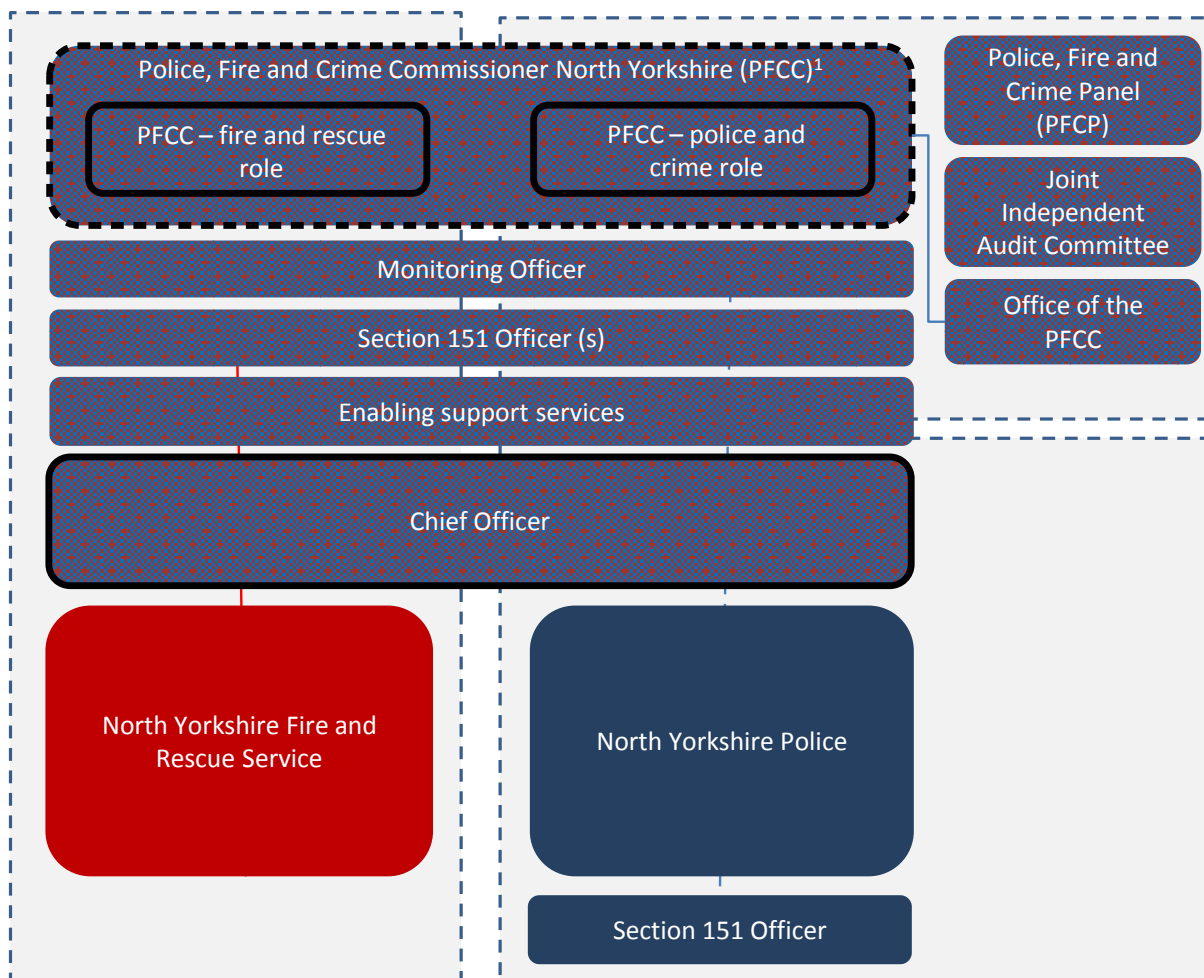
¹²⁰ It should be noted that this LBC does not seek to make a statement on public safety in relation to the degree to which collaboration or governance will directly impact on it. Therefore we will not make an assessment against CSF1 and CSF2. We will make an assessment of the degree to which deliverability and risk could impact on public safety on each option.

4.5 Single Employer model

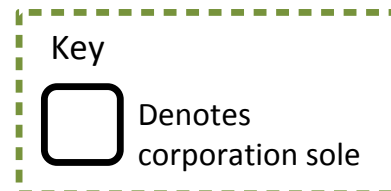
4.5.1 Description of option

Under this option, the PCC takes on the role of NYFRA and creates a Single Employer for both police and fire personnel under a single Chief Officer. The PCC becomes the Police Fire and Crime Commissioner (PFCC).

Figure 22: Single Employer model – fire functions are delegated to a single Chief Officer for policing and fire; services remain operationally distinct



Notes: 1. The PFCC has 2 corporations sole – one in the PCC role and one in the FRA role.



4.5.2 Implications of the change

This section describes the implications of the change and the assumptions which have been made in this LBC for this option.

Table 25: Implications of the change

Theme	Implication
Overarching	<ul style="list-style-type: none"> • The PCC would become the Police Fire and Crime Commissioner (PFCC) • A Chief Officer would be appointed as head of both NYFRS as well as NYP, employing both fire and police personnel. The PCC continues to be a corporation sole and a separate corporation sole would exist for the FRA functions. • There will continue to be two separate precepts and funding streams for fire and policing. Budgets need to be accounted for separately, however there is flexibility to pool funds. • The Office of the PFCC would need to be expanded and restructured to take on the role of scrutiny of NYFRS and enhanced collaboration. • The Police, Fire and Crime Panel will continue to provide oversight of the PCC including with the additional remit. The PCP has estimated that this would increase costs (as per the Governance model). • Following hand-over, members of NYFRA will step down from their role. Governance support arrangements will transfer to the Office of the PFCC. • The Integrated Risk Management Plan would be integrated across two emergency services.
Staffing, assets and liabilities	<ul style="list-style-type: none"> • The Chief Officer would appoint a senior fire officer to lead fire operations and a deputy chief constable to lead police operations, under their command. The distinction between operational policing and fire-fighting will be maintained, with the law preventing one person being both full-time police officer and fire-fighter remaining in place. However, as now, fire fighters can become specials or PCSOs. • There is scope to share the Section 151 and Monitoring Officer roles, subject to consultation. Wider shared roles and greater sharing of support services are a possibility, subject to consultation. • All fire personnel would transfer under CoSOP arrangement (this could be a one or two-step process) and there could be harmonisation of terms and conditions over time in some areas. • Under this model, the PCC would need to decide if she intended to make changes to terms and conditions, which are likely to be required in order to gain the full benefits and also mitigate risks of pay inequality. Any complexity would lead to a longer and more risky staff transfer process than under the Governance model, which could delay delivery of benefits. The risk of industrial action is considered high. This would lead to wider disruption, including a risk to public safety, delays to other changes and increases in costs. • Transfer of staff to the single Chief Officer is considered to be legally complex but achievable. • There would be an option to transfer contracts, assets and liabilities from the former Fire and Rescue Authority to the Chief Officer or to the new Fire and Rescue Authority entity. • Further work would also be needed on how complaints and professional standards would be managed under a Single Employer. Current arrangements differ significantly between police and fire. Fire would be subject to Police codes on disciplinary matters. There is likely to receive a high degree of interest from staff and unions on how this would operate.

Theme	Implication
Governance and approval	<ul style="list-style-type: none"> • As with the Governance model, this option requires formal public consultation then scrutiny of a business case by the Home Office before approval by the Home Secretary and secondary legislation to enact the change. The degree of scrutiny will depend upon the level of local support there is for change. • Once approval for this option is given, the PFCC could take on the role of the Fire and Rescue Authority and establish a single employer. • It is likely that this would take place as a two-step process, with the Governance model being the first stage. If the PCC does not implement the Single Employer model within a short period of time (a year or less) advice is that this would require additional consultation and a further local business case, as well as enabling secondary legislation.
Implementation timescales	<ul style="list-style-type: none"> • It is estimated that delivery of this option would take at least six months and potentially twelve months longer than the Governance model due to the potential impact on staff making consultation more complex, appointment of the single chief and deputies and any other required organisational restructuring to enable the Single Employer model to take effect.
Direct costs and financial benefits	<ul style="list-style-type: none"> • There will be some additional recurrent costs associated with the additional workload for the Office of the PCC (we have assumed 1 FTE of a Policy and Scrutiny Officer) and additional costs of taking on FRA governance responsibilities at an estimated cost of ~£64k per annum. • There will be one-off requirements for specialist implementation resources (e.g. programme and project management, consultation advice, professional HR and legal advice and potential additional audit costs), estimated to cost ~£390k. • There will be a reduction in expenditure of direct fire governance costs of ~£100k pa, based on no requirement for member direct costs, training or committee services.
Indirect costs and financial benefits	<ul style="list-style-type: none"> • Of the possible 8 pipeline estates schemes, it is assumed that a joint estate would be achieved for all schemes in the 10 year period, in the timescales set out by stakeholders as possible (starting the estates programme once this option is implemented, in 2019/20). It is assumed that a shared HQ would also be implemented. • It is assumed that it would be possible to combine some senior management roles across fire and police particularly around corporate roles. There is also an assumption that there would be a shared Section 151 Officer between NYFRA and PCC and that the Monitoring Officer role would be covered by the PCC's CEO. These changes might achieve benefits of £390k recurrently. Any changes would be phased in line with existing staff retirements or natural attrition and subject to consultation. • It is assumed that benefits might be achieved through shared services, equivalent to a number of joint posts or purchasing arrangements to 5% of in-scope expenditure, or £690k per annum. This is based on the assumption that a number of shared posts could be achieved across services, subject to consultation, based on analysis of existing structures.

4.5.3 Assessment against each criterion

CSF 1: Accelerates scale, pace and effectiveness of collaboration

Test: The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money

This option would enable transformational collaboration of a different scale than previously possible, with the ability to align budgets and share resources more easily. It drives the single point of accountability and decision-making down a further level, to the Chief Officer, which is likely to increase the scope for increased sharing of fire and police roles, and also simplify decision-making even further. Under this option the PCC would be able to move closer towards her vision of community policing by delivering a fire / police whole system approach to prevention and early intervention. These could be supported by a more strategic approach to use of data and intelligence to inform the commissioning of services. Wider integration of control room and enabling support services (owing to some police enabling services being managed by the Chief Executive of the OPCC) would also be more possible. This may, in future include a range of delivery options, including further review of a new delivery model such as a third entity, as described earlier in the Strategic Case. However, this would represent a significant change and incur implementation costs. This will likely be a deeper level of integration over time, than under the Governance model.

This will bring benefits in terms of resilience, flexibility in access to resources, thus making it easier to deliver front line services such as joint response and early intervention and prevention. In delivering collaboration, the PCC and Chief Officer could act as drivers of change and transformation. However, maintaining two separate precepts may inhibit the level of collaboration that can be achieved to meet the PCC's vision of a truly integrated preventative service.

Figure 23: Degree of collaboration change under Single Employer

Early intervention and prevention	Whole-system fire and police preventative service model across targeted communities
Effective joint response	Wider service and system integration for control rooms
Shared support	Wider shared support / enabling services, where applicable e.g. joint IT systems. Also, shared learning and development
Aligned strategic commissioning	Integrated data and intelligence to support integrated strategic planning and response across communities

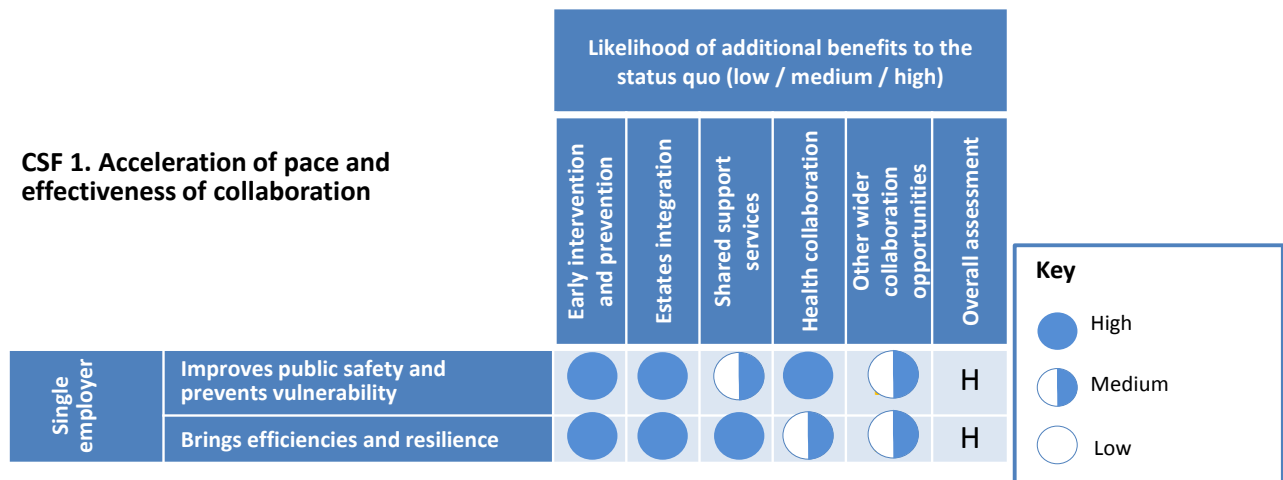
Based on the evidence provided in the Strategic Case about how single governance can accelerate decision-making, it is also considered that the pace of collaboration is more likely to increase. A single decision maker will ensure that there is aligned political will and ambition, supported by a single Chief Officer. Initial engagement with health partners has also indicated that a single governance approach could also simplify collaboration arrangements with other partners, reducing duplication.

A single decision maker will ensure that there is aligned political will and ambition and therefore there should be faster access to additional resource, bringing resilience to both fire and police services.

Over the longer term, staff teams working together over time would be likely to collaborate more, bringing more benefits and impacting on cultural barriers over time.

Figure 24 shows the assessment against the CSFs as described in the Strategic Case. This looks at the tests agreed, and reviews the degree to which benefits from collaboration could be accelerated through this option.

Figure 24: Assessment against CSF 1



CSF 2: Brings benefits in terms of transparency and accountability

Test: The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS

There would be no material difference to the Governance model in terms of the operation of the PFCC role, however it is also possible that the existence of a single Chief Officer might also increase visibility. There would be increased public engagement through a directly elected PFCC who would put in place similar accountability arrangements for fire as exist currently for police. This can contribute to the increased effectiveness of emergency services to understand and meet public expectations. It would mean:

- Direct and joined-up access to PFCC and potentially the single Chief Officer through police and fire public surgeries (FRA matters are discussed currently at local NYCC Area Committee meetings), making it easier for the public to raise concerns.
- Easier access to public meetings (PCC's Corporate Performance, Delivery and Scrutiny is live streamed and questions can be posted on social media e.g. Twitter live, whereas the public can attend or pose questions in advance to the FRA).
- Independent technical resources within an OPFCC who would provide the capacity and capability to provide effective independent scrutiny and challenge to decision-making, although this would incur additional costs.
- Speed of decision-making is likely to increase as PCC formal governance is more frequent than the NYFRA with weekly and monthly decision-making meetings and there would only be one Chief Officer to engage with.
- It is likely to raise the public profile of fire governance, as the PCC role has been shown to raise the profile of police governance. There would be a single person responsible for fire and police governance, as well as for fire and police operational delivery, with a clear port of call for people to contact and a visible public presence.

Figure 25 shows the assessment against the transparency and accountability CSF, broken down by particular governance attributes. The option is assessed as medium because it will bring a material change to the status quo position on the governance attributes below.

Figure 25: Assessment against CSF 2

CSF 2. Benefits in terms of transparency and accountability	Degree to which transparency and accountability attributes are achieved (low / medium / high)						
	Ability to create single direction /guiding mind	Improving cultural environment for collaboration	Improving speed of decision making	Improving scrutiny	Improving transparency	Improving public engagement and awareness	Overall assessment
Single employer	High	Medium	High	Medium	Medium	High	M

Key

- High
- Medium
- Low

CSF 3: Is deliverable

Test: The governance option can be implemented successfully in terms of meeting the likely availability of funding, matching the level of available skills and capacity required for successful delivery and minimising delivery risks

This option represents a much greater change than the other options. As per the Governance model, a formal public consultation and secondary legislation would be required to enact the change, and staff consultation will be required to engage on, and manage the change, including engagement with unions and staff associations. The implementation would be complex, with two stages, first a move to the Governance model, and as a second phase the Single Employer model. This would bring with it complexities in implementation, including greater risk of industrial action. The fire unions, in particular the FBU, have highlighted in public documents that they do not agree with the Single Employer model. Staff may also see this as a significant upheaval at a time of other major change in both organisations. Should this translate into industrial action, it presents public safety risks.

There will be additional costs – a one-off implementation cost and ongoing costs. There will be an ongoing requirement for additional support to the OPFCC as part of the OPCC, to ensure that the PFCC can sustainably increase her remit. The Police and Crime Panel is also likely to need additional funding for the additional remit. There will also be one-off requirements for specialist implementation resources (e.g. programme and project management, consultation advice, professional HR and legal advice and additional audit costs).

Also the joint Chief Officer role will need the appropriate experience and skillset to have operational accountability for both fire and policing operations. This is untested at this stage as it has not been done in the UK before.

Figure 26: Assessment against CSF 3

		Degree to which the option is deliverable (low / medium / high)			
		Meets the likely availability of funding	Matches the level of available skills and capacity and required for successful delivery	Minimises delivery risks	Overall assessment
CSF 3. Is deliverable	Single employer				L

Key

- High
- Medium
- Low

CSF 4: Mitigates strategic risks

Test: The governance option can mitigate strategic risks with the option, including the loss of public trust, compromise to links with health, compromise to links with local government and risk of losing resilience

In line with the Governance model, closer integration and strategic joint commissioning of early intervention, prevention and response activities across fire and police, will present a greater opportunity for the police and other public sector partners to further benefit from the strong fire identity. It should also bring faster access to a greater number of resources, thus bringing further resilience.

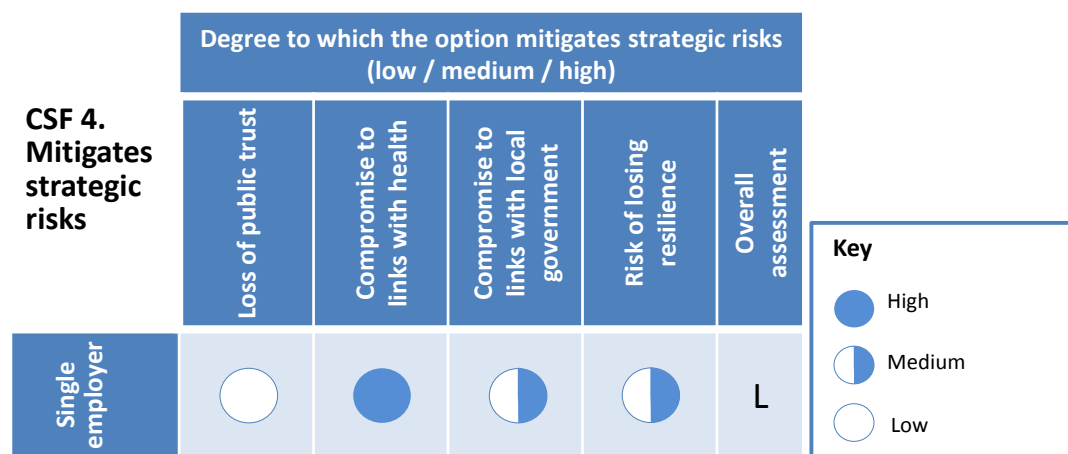
Conversely, where fire are taking on more responsibilities as part of integrated services, there is a risk that activities are perceived to be involved in law enforcement and therefore there may be a risk of loss of trust – this risk would be greater under the Single Employer model than the Governance model (as described in the Strategic Case, similar roles have been abandoned in some parts of the US because of these concerns). This is because the same Chief Officer would cover both police and fire.

There is unlikely to be an impact on existing fire and police partnerships with other agencies and all collaboration opportunities would be subject to a detailed business case which would need to consider this risk. Conversely, closer fire and police governance may strengthen partnerships with other agencies or make it easier to engage with fire and police, particularly around place-based early intervention and prevention. Also, it may present new opportunities for partners, for example around planning the estate.

However, there is a long term risk that strategic commissioning becomes more geared towards achievement of police objectives than fire. Also, the PCC will need to put appropriate resource into maintaining links with Local Government (City of York, County and Districts). If this could be done in a joined up way, it would improve emergency services links overall.

If there is any integration of governance roles in the future as part of this option e.g. the Monitoring Officer or Section 151 Officer role, there is a risk of conflict of interests and appropriate governance processes would need to put in place to ensure separation of FRA and PCC roles within a single FTE.

Figure 27: Assessment against CSF 4



4.5.4 Economic assessment

Table 26 represents the net change versus baseline costs as a result of a change in governance. Costs are shown as negative and savings are shown as positive in Table 26.

This option would achieve benefits of £9.2m over a 10 year period and an NPV of £7.5m.

Table 26: Single Employer model – economic assessment (£k)

Year	0	1	2	3	4	5	6	7	8	9	Total
Financial year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Implementation costs - recurrent	-	-	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(512)
Implementation costs - one-off specialist support	-	(195)	(195)	-	-	-	-	-	-	-	(389)
Direct governance benefit	-	-	100	100	100	100	100	100	100	100	800
Shared estates	-	-	(280)	(30)	70	220	270	210	290	290	1,040
Shared senior management posts	-	-	50	390	390	390	390	390	390	390	2,780
Shared enabled support services	-	-	690	690	690	690	690	690	690	690	5,520
Total	-	(195)	301	1,086	1,186	1,336	1,386	1,326	1,406	1,406	9,239
Total – direct	-	(195)	(159)	36	36	36	36	36	36	36	(101)
Total - indirect	-	-	460	1,050	1,150	1,300	1,350	1,290	1,370	1,370	9,340
NPV											7,500

4.5.5 Summary assessment of this option

The Single Employer model has been assessed above against the CSFs agreed in Section 3.4. A summary is shown below. In addition, we have developed an assessment against the tests in the Policing and Crime Act 2017 tests, based on the definition in Section 3.4.

Table 27: Summary qualitative assessment against CSFs and statutory tests

Critical success factors			Statutory tests	
Critical success factor	How the test is met	Single Employer (High / medium / low)	Economy / efficiency / effectiveness	Public safety ¹²¹
Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	H	✓✓✓	N/A
Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	M	✓✓	N/A
Is deliverable	The governance option can be implemented successfully	L	N/A	✓
Mitigates strategic risks	The governance option can mitigate strategic risks	L	✓	✓
Net present value (£)		£7.5m	N/A	

4.6 Summary appraisal

Table 28 summarises the models from the perspectives of:

- Each of the CSFs, based on the commentary and high level L/M/H assessment;
- The economic appraisal (NPV £m);
- High-level assessment against the statutory tests.

The Governance Model and Representation Model are the options which rated highest against the CSFs, therefore are those most likely to deliver the benefits set out in the Strategic Case. The Do Nothing model does not represent a change, and the Single Employer model represents a number of significant risks and deliverability challenges. Assessment against the statutory tests also rates the Governance model more highly. From an economic point of view, both Governance and Single Employer are expected to bring higher levels of benefit versus other options, however the delivery risks outweigh the financial benefits on the Single Employer model.

¹²¹ It should be noted that this LBC does not seek to make a statement on public safety in relation to the degree to which collaboration or governance will directly impact on it. Therefore we will not make an assessment against CSF1 and CSF2. We will make an assessment of the degree to which deliverability and risk could impact on public safety on each option.

Table 28: Summary of evaluations

Critical success factors		Models			
Critical success factor	How the test is met	Do nothing	Representation	Governance	Single Employer
Accelerates scale, pace and effectiveness of collaboration	The governance option can accelerate and enable more effective collaboration and deliver tangible public safety and vulnerability prevention benefits to reduce harm, improve resilience and effectiveness, and increase value for money	L	L	H	H
Brings benefits in terms of transparency and accountability	The governance option can improve transparency, accountability, visibility, and consistency of decision-making for the public, stakeholders and NYP and/or NYFRS	L	L	M	M
Is deliverable	The governance option can be implemented successfully	H	H	M	L
Mitigates strategic risks	The governance option can mitigate strategic risks	M	H	H	L
CSF summary assessment		L - 2 M - 1 H - 1	L - 2 M - 0 H - 2	L - 0 M - 2 H - 2	L - 2 M - 1 H - 1
Net present value (£)		£0.1m	£1.3m	£6.6m	£7.5m
Assessment against statutory tests		[7] ✓✓ ✓✓ ✓✓ ✓	[9] ✓✓ ✓✓ ✓✓ ✓✓ ✓	[10] ✓✓ ✓✓ ✓✓ ✓✓ ✓✓	[8] ✓✓ ✓✓ ✓✓ ✓✓

A sensitivity analysis has also been carried out on the preferred option, the Governance option, to test whether the quantitative results stated above would change if the costs and quantitative benefits in the appraisal were to change. The following sensitivities were tested:

1. Recurrent implementation costs increase by 100%
2. Only 50% of the direct governance benefit and indirect collaboration benefits are achieved

Sensitivity 1, results in an NPV of £6.1m and therefore does not materially affect the appraisal. Sensitivity 2 results in an NPV of £3.5m which is still higher than the Representation option. In order for the Governance option to bring lower benefits than the Representation option, it would need to achieve less than ~15% of the modelled direct and indirect benefits in this business case. It should be noted that this reflects the quantitative benefits only.

4.7 Preferred model

Based on the assessment in sections 0 to 0 above, the Do Nothing model will continue the current pace and scale of change, furthering collaboration on the current ad hoc, tactical basis, but bringing no delivery or additional strategic risks. Stakeholders through this process have not considered this to be a viable option. Representation will bring some tangible changes, with a new Collaboration Committee, however this is not expected to drive a materially different step change in the level of collaboration and the type of governance employed. It is however low-risk.

The Governance model will bring a material change, with greater likelihood of joint commissioning strategies and greater flexibility in resourcing, bringing with it greater likelihood of achieving financial and non-financial benefits. Although this brings with it some risk, this is not believed to be as great as under the Single Employer model. The Single Employer model could bring greater benefits than the Governance model, however it also brings significant delivery and strategic risk. The Governance model therefore offers most of the benefits of the Single Employer model and at lower risk to implement.

Based on the assessment of the options against the critical success factors and the four tests the preferred option is therefore the Governance model.

In the following sections, we consider the Commercial, Financial and Management Cases for the preferred option.

5 COMMERCIAL CASE

The main commercial implications from adopting the Governance model for NYFRA are relatively straightforward and focus on the transfer of contracts, assets and liabilities from the old FRA to the new FRA, led by the PCC. This transfer will take place through a statutory transfer scheme.

In addition, the disbanding of the current NYFRA will affect existing contractual arrangements with North Yorkshire County Council for the provision of finance services, committee and legal services. The Office of the PFCC will take on these responsibilities, using in-house staff with external support as required, although there may need to be transitional arrangements in place with NYCC.

The Governance model requires NYFRS staff to transfer from the existing FRA as their employer, to the new FRA, led by the PCC, under Cabinet Office Statement of Practice (COSO P).

5.1 Commercial implications

5.1.1 Context

Contracts that support delivery of policing in North Yorkshire are held by the PCC, and contracts associated with delivery of Fire and Rescue Services are held by NYFRA. There will be no change to policing contracts. Existing Fire and Rescue Authority contracts will need to be transferred to the new PFCC.

To give effect to the Governance model, the Policing and Crime Act 2017 gives the Secretary of State the power to make an order which makes the PCC the FRA for the area covered by the order. The order will also provide for the creation of a corporation sole as the FRA. This arrangement is intended to *“preserve the distinct legal identify of the fire and rescue service by creating the PCC-style FRA as a separate corporation sole, rather than transferring the fire and rescue functions to the PCC”*.¹²²

If the Secretary of State makes an order which makes the PCC the FRA for the area covered by the order, she may also make schemes transferring property, rights and liabilities from an existing FRA to the new PCC-style FRA (Section 4C (2) of the Fire and Rescue Services Act 2004, as inserted by paragraph 5 of Schedule 1 to the Act).

Assets and liabilities that can be transferred under a transfer scheme include:

- Property and rights and liabilities which could not otherwise be transferred
- Property acquired, and right and liabilities arising, after the making of the scheme
- Criminal liabilities

References to “property” above include the grant of a lease.

¹²² HM Parliament (2016) Policing and Crime Bill: Explanatory Notes, para 307

5.1.2 Commercial implications for the Governance model

This section outlines the high-level commercial implications of the Governance model.

- There will be a need for further examination of all existing assets, liabilities and contracts held by NYFRA to understand if there are complexities created by the transfer to the new PCC-style FRA, such as restrictions on novation or change control. This can take place in parallel with the public consultation but may increase the timescales and costs of transfer. The initial review of contracts suggest that this is low risk (subject to more detailed assessment of the Easingwold training centre PFI contract).
- As the PFCC takes over the role of NYFRA, this will mean disbanding the current Authority and its sub-committees. The additional scrutiny responsibilities of the PCC will be supported by the OPFCC.
- NYFRA currently purchases support services from third party organisations and these contracts will need to be novated or ended. This includes contracts with NYCC for the provision of finance services, committee and legal services. It is assumed these will transfer to the PCC to begin with.
- The OPFCC will conduct a full review of its structure in order to meet its future requirements. The current expectation is that services will continue to be delivered in-house, with external support (such as legal services) purchased as and when required.

In the longer term, if enabling support services are brought together through collaboration arrangements, some of the supporting contracts may also change. The PCC has retained responsibility for some enabling back office services (estates and logistics, technology, organisation and development and corporate communications). As described in the economic case, there may be the potential in the future to bring additional fire services into these arrangements to achieve further benefits. Further work would be needed to fully understand the commercial implications of any change involving enabling services. There will also be commercial and contractual implications of making better use of the joint estate that will need to be understood and implemented depending upon the approach taken.

5.2 Potential staffing implications

Under the Governance model, all fire and rescue staff will transfer from the current NYFRA to the new FRA, led by the PFCC. The transfer will take place via the transfer scheme described in 5.1.1 (because references to 'rights and liabilities' includes rights and liabilities under an employment contract). The transfer will be governed by the Cabinet Office Statement of Practice (COSO P), protecting the terms and conditions of staff.

It will be for the PFCC and its Executive Board to consider whether any specific collaboration projects may require changes to standard terms and conditions – to improve public safety, effectiveness or efficiency – or whether the same result can be achieved by a collaboration agreement between the new FRA and Police with staff working together on different terms and conditions. Any additional changes will be subject to appropriate consultation.

Without standardisation, where staff are doing the same job, there could potentially be claims for breach of trust and confidence or equal pay. Initial legal advice obtained by the Police and Crime Commissioner for Essex suggests that such claims will be unlikely to succeed under the Governance model; however legal advice will need to be obtained for the local situation.

These issues will need to be considered as part of the wider collaboration programme, but under the requirements to consult during the transfer process, it is likely that unions and staff associations will seek assurances on terms and conditions.

5.3 Consultation implications

Under the Policing and Crime Act (2017), the PCC is obliged to consult publicly on any LBC exploring options for changes to the governance of the Fire and Rescue Service. As such, consultation – its scale, length, content and resource requirements – are key issues to consider when making decisions around the

LBC and potential implementation of change. Set out below are some high level consultation implications that will require consideration:

- Transparency – all consultation plans – including the draft LBC are supported by clear communication materials for staff, stakeholders and public;
- Genuine commitment to consult and listen to different voices – using defined and varied communication forums and channels across different platforms – designed to reach different audiences;
- Sufficient resources committed to delivering meaningful consultation – using communications resources across OPCC, Police and Fire – with possible need for additional resources;
- A sufficient consultation period for the public, local authorities and staff to be consulted– as stipulated by the Act;
- Ability to measure and evidence – building into consultation planning the ability to measure – in order to evaluate and evidence depth and breadth of consultation;
- Overall objective – all communications around the LBC (internally and externally) should be geared towards delivering a successful public consultation process which has the confidence of key stakeholders in North Yorkshire.

6 FINANCIAL CASE

This Financial Case shows that the cost of implementing the Governance model is affordable within current budgets. We estimate that the direct costs of implementation will be £121k. These costs will be funded through the OPCC's earmarked reserves, and offset by a saving in operational costs as a direct result of a change to the Governance model of £100k per annum.

6.1 Note about the Financial Case

The figures quoted in the Financial Case differ from those in the Economic Case because they include inflation. Figures in the Economic Case are presented at current prices (excluding inflation). For clarity, both sets of figures are shown here, however those including inflation should be used for the purposes of informing affordability and funding.

Note that VAT is also typically included in the Financial Case, but is not included here as the OPCC can recover VAT.

6.2 Implementation costs of the Governance model

The tables below show the estimated implementation costs. For comparison to the Economic Case, these are shown with and without inflation.

Table 29: Implementation costs and savings (£k, excluding inflation)

Financial year	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total
Implementation costs - recurrent	-	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(576)
Implementation costs - one-off	(60)	(60)	-	-	-	-	-	-	-	-	(121)
Direct benefit - governance	-	100	100	100	100	100	100	100	100	100	900
Total direct implementation costs	(60)	(24)	36	36	36	36	36	36	36	36	204

Table 30: Implementation costs and savings (£k, including inflation)

Financial year	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total
Implementation costs - recurrent	-	(66)	(68)	(69)	(70)	(72)	(73)	(75)	(76)	(78)	(646)
Implementation costs - one-off	(61)	(62)	-	-	-	-	-	-	-	-	(124)
Direct benefit - governance	-	104	105	108	110	112	114	116	119	121	1,009
Total direct implementation costs	(61)	(25)	38	39	39	40	41	42	43	44	240

All of the implementation costs are expected to be resource costs. Unless the PCC is able to secure Government funding for these costs, they will need to be met from the budgets of each organisation, with the majority likely to fall to the OPCC.

6.3 Impact of enabled net benefits

In addition to the direct costs and benefits outlined above, the indirect benefits from shared estates and shared enabling support services will further improve the financial position. The tables below show the estimated net benefit.

Table 31: Indirect costs and savings (£k, excluding inflation)

Financial year	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total
Enabled benefit - shared estates	-	(280)	(30)	70	220	270	210	290	290	290	1,330
Enabled benefit - shared senior management posts	-	25	50	250	250	250	250	250	250	250	1,825
Enabled benefit - shared enabled support services	-	350	450	550	550	550	550	550	550	550	4,650
Total benefits (direct and enabled)	-	95	470	870	1,020	1,070	1,010	1,090	1,090	1,090	7,805

Table 32: Indirect costs and savings (£k, including inflation)

Financial year	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total
Enabled benefit - shared estates	-	(290)	(32)	75	241	302	240	338	344	351	1,570
Enabled benefit - shared senior management posts	-	26	53	269	274	280	285	291	297	303	2,078
Enabled benefit - shared enabled support services	-	363	475	591	603	615	628	640	653	666	5,235
Total benefits (direct and enabled)	-	98	496	935	1,119	1,197	1,153	1,269	1,294	1,320	8,882

6.4 Impact on medium term financial forecasts

The overall impact of the direct and indirect costs and benefits are shown below. As the estimates are high level at this stage, we have not tried to estimate where the costs and benefits would fall. The majority of the costs and benefits would be resource and professional fees, but there would also be capital costs. All collaboration opportunities would be subject to individual business cases.

Table 33: Total direct and indirect costs and benefits (£k, including inflation)

Financial year	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total
Implementation costs - recurrent	-	(66)	(68)	(69)	(70)	(72)	(73)	(75)	(76)	(78)	(646)
Implementation costs - one-off	(61)	(62)	-	-	-	-	-	-	-	-	(124)
Direct benefit - governance	-	104	105	108	110	112	114	116	119	121	1,009

Enabled benefit - shared estates	-	(290)	(32)	75	241	302	240	338	344	351	1,570
Enabled benefit - shared senior management posts	-	26	53	269	274	280	285	291	297	303	2,078
Enabled benefit - shared enabled support services	-	363	475	591	603	615	628	640	653	666	5,235
Total net benefit (direct and enabled)	(61)	73	534	974	1,158	1,238	1,194	1,311	1,337	1,364	9,122

6.5 Impact on the organisations' financial positions

The Governance model would give the PCC influence over the budget of NYFRA as well as control over assets:

- Total budgets of £169m, based on 2016/17 budgets of £29m for NYFRA and £140m for PCC
- Total long term property, plant and equipment assets of £80m¹²³, £38m of which are for NYFRA and £42m for PCC

Applying inflation to these 2016/17 figures, the total annual expenditure that could be controlled by the PFCC would be of the order of £175m in 2018/19:

Table 34: Summary forecasts for the organisations (£m including inflation)

Financial year	2018/19
NYFRA gross expenditure	30
PCC gross expenditure	145
Total expenditure potentially overseen by PFCC	175

More detailed work would be required on aspects of the financial case before submission of a business case to the Home Office. These include consideration of any pension issues, impact on budgets of each organisation and any changes to shared staff roles.

¹²³ Based on 15/16 Accounts

7 MANAGEMENT CASE

The Management Case describes the arrangements and plan for managing implementation of the Governance model, including the governance arrangements, plans, stakeholder, risk and benefits management arrangements and an equalities impact assessment.

7.1 Governance and project management arrangements

The implementation of the governance changes will be led by the CEO of the OPCC who will manage the change process internally. However, it may be necessary to commission specialist professional advice during the consultation process. Project teams will also need to be established in NYP and NYFRS and a formal project governance structure established to oversee the implementation, including alignment with other transformation activity.

There will need to be some recruitment activity within the OPCC to enable the PCC to exercise new responsibilities.

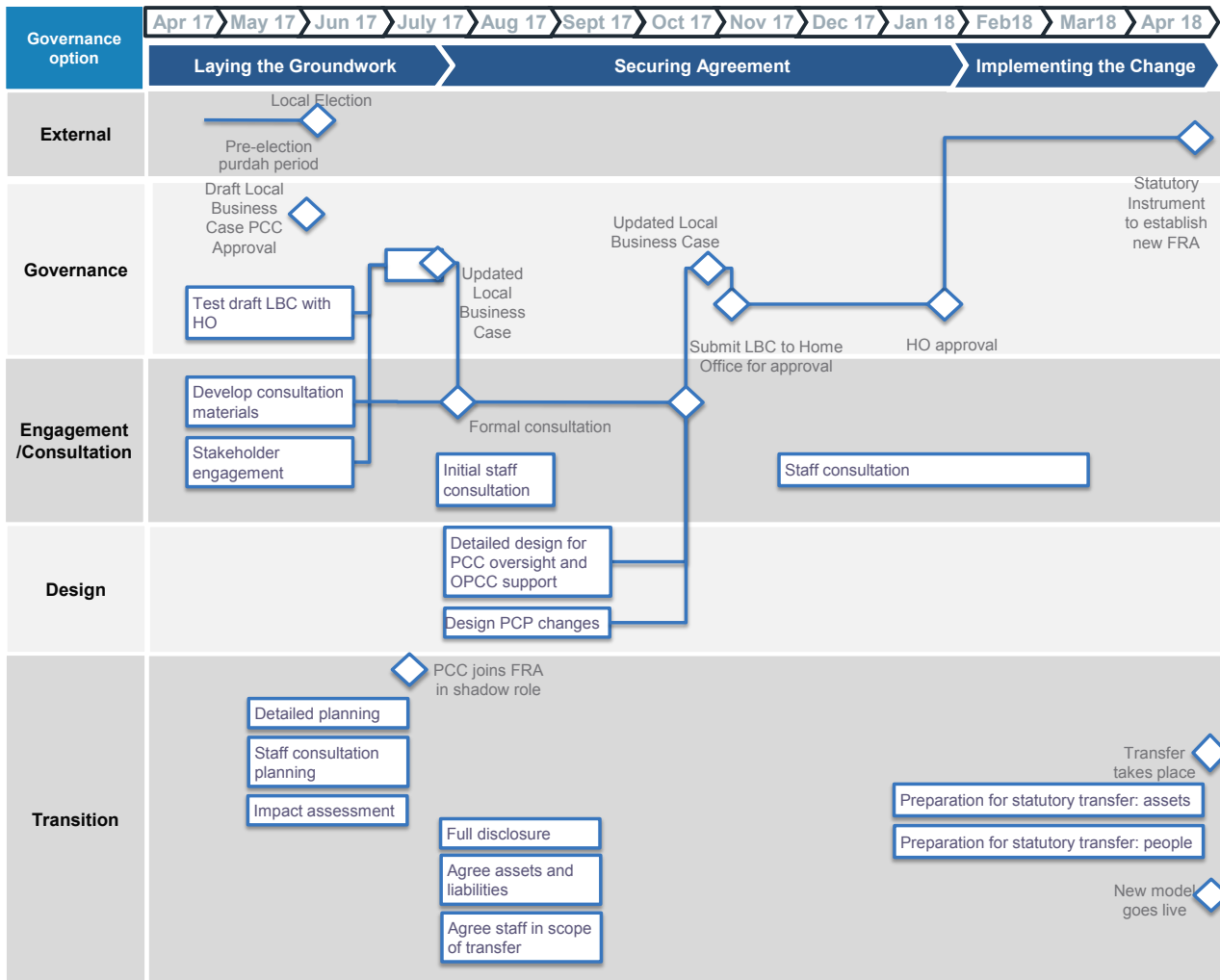
Prior to implementation a detailed design of the PFCC oversight structure for fire and rescue will need to be developed and agreed with the representative bodies, to ensure the equivalent level of access to people and data continues, and they are able to fully represent their members. Assurances in relation to the protection of terms and conditions upon transfer may also need to be made by the PCC.

7.2 Implementation plan

Figure 28 shows the likely timescales for implementation of the Governance model of approximately 10 months. However, this estimate is based on gaining local agreement to the change.

Without local agreement, independent scrutiny of the business case would be required. In these circumstances, we estimate that it may take a further three months to implement this option. However, given the need to align changes with budgetary cycles, it is likely to delay implementation to October 2018, a delay of six months.

Figure 28: Governance model high level implementation plan (with local agreement)



This plan is based on the following assumptions:

- The PCC will engage with NYFRA through the second quarter of 2017 on the emerging proposals alongside the further development of proposals and plan, including consultation documents, in order to be ready for formal consultation at the earliest opportunity.
- Satisfactory informal feedback from the HO is received following the general election purdah period post 9 June 2017.
- The PCC will go out to consultation, with staff, the local authorities, other stakeholders and members of the public across North Yorkshire. The consultation period will be 10 weeks.
- Following the completion of the consultation period and appropriate consideration of the feedback received, a revised business case will be submitted to the Home Office for the Home Secretary's consideration and requested approval.
- Home Office consideration of the LBC will take three months.
- Implementation of the Governance model will require the creation of a new Fire and Rescue Authority by statutory instrument. The Policing and Crime Act 2017 gives the Secretary of State the power to make an order which makes the PCC the FRA for the area covered by the order. The order will also provide "for the creation of a corporation sole" as the FRA for the area specified in the order (see new Section 4A of the Fire and Rescue Services Act 2004, as proposed to be inserted by paragraph 5 of Schedule 1 to the Bill). Finalisation of the Order may take two to three months.
- A statutory transfer scheme will be required to move staff, contracts and assets to the new FRA. We have assumed a staff consultation process of three months.

- For clarity of accounting, implementation of the governance changes should take place either at the start of the financial year (April) or the half year point (October). The former would be easier but the latter is feasible.
- Based on current assumptions the earliest target implementation date for the new governance arrangements is April 2018.

On transfer, work will begin to realise the ideas set out in this business case.

- A Police, Fire and Crime Plan will be developed that would set out how efficiency and effectiveness could be improved in order to protect frontline services.
- Business cases, including staff and union consultations, would be developed for community safety and prevention services and to create a third entity to provide enabling services to NYP and NYFRS.
- The estates strategies of both organisations would be reviewed to develop a single 'community safety estate' strategy that would seek to bring in other partners as well.
- Data analysis and the implementation of data sharing structures would be put in place to strengthen collaborative working.
- A change review would be initiated to start discussions around the future senior management structure of NYFRS to identify where efficiencies might be made, though this would be implemented through natural attrition.

7.3 Stakeholder engagement

Implementation of the changes will rely on ongoing engagement with stakeholders, staff and trade unions. For the proposal to move forward, it will require further engagement with:

- **Local authorities** – formal approval is needed from NYCC and City of York for the proposals to be submitted to the Home Secretary without independent scrutiny. There will need to be time built into the consultation for the two Tier One councils to meet formally and decide their position. District Councils will also need to be consulted through the consultation process.
- **NYFRA** – Senior representatives of NYFRA have been consulted during the development of this LBC and continuing engagement will be required during implementation.
- **NYFRS** – Senior representatives of NYFRS have also been consulted during the development of this LBC and additional engagement will be required during implementation, as well as support in helping to manage engagement and communication with FRS staff.
- **Staff** – All staff working for NYFRS/NYFRA will be affected by any change in governance. Whilst some of the knock-on effects may be in perception alone this should not be underestimated and so engagement (and therein consultation) with this key group and representative bodies will be vital.
- **Police and Crime Panel** – discussion will be needed on the extended role and remit of the Police and Crime Panel and how this will work and potentially funded in practice.
- **Home Secretary** – If a decision is taken to proceed with the Governance model, following scrutiny of the LBC by the Home Office, it will be for the Home Secretary to consider and, if appropriate, approve the proposed change and the associated statutory instrument to give effect to the change.
- In addition, the development of more detailed proposals will benefit from a wider range of stakeholder input from the public, county, city and district councils, local members of parliament and other local and regional partners before and during the public consultation exercise.

7.4 Risk management

Proactive risk management will form part of the transition to the Governance model, building on existing risk management arrangements adopted by the OPCC for current transformation activity in NYP. This means:

- Establishing and maintaining a risk log;
- Ensuring that each risk is owned by a named responsible individual;

- Carrying out regular risk reviews and setting target dates for mitigation;
- Providing strategic oversight of risks and mitigation by appropriate governance bodies based on clear thresholds for escalation.

It should be noted that any plans will maintain at a minimum the existing Fire Cover Review and IRMP requirements, and there will be no change to the NYFRS IRMP on transfer.

The following risks are associated with the PCC implementing the Governance model.

Table 35 - Risks and mitigations

Risk	Owner	Mitigation
Senior management distraction during the implementation of changes	OPCC CEO CC and CFO	<ul style="list-style-type: none"> • Appoint appropriate governance to monitor the progress of implementation and balance demands against other priorities.
Requirement to transfer fire staff employment to new Fire and Rescue Authority, via a statutory transfer, causes industrial relations problems	PCC and CFO	<ul style="list-style-type: none"> • Early and ongoing engagement with staff and representative bodies. • Clear messaging that terms and conditions will be protected in the transfer.
That contract provisions, assets or liabilities are not well understood prior to transfer and therefore unforeseen costs arise post-implementation or unexpected delays in implementation occur	OPCC CEO	<ul style="list-style-type: none"> • A phase of due diligence will need to be undertaken during implementation, including detailed review of the PFI contract to ensure that novation clauses and existing commitments are understood
Oversight of fire performance is overshadowed by the requirements of police oversight	OPCC CEO	<ul style="list-style-type: none"> • Design of OPCC arrangements to extend robust oversight to the Fire and Rescue Authority.
Insufficient public scrutiny of the PCC's performance in respect of Fire by the Police and Crime Panel	PCP	<ul style="list-style-type: none"> • Identify the changes that would be required to the remit of the NY Police and Crime Panel, including discussions with the Chair of the Panel, to ensure robust scrutiny of the PCC in relation to Fire.
PCC inherits plans for NYFRS part way through the financial year that have the wrong priorities or are unaffordable	PCC CFO	<ul style="list-style-type: none"> • PCC to seek observer status on NYFRA in advance of the changes to ensure visibility of planning processes.
Costs of change are higher than estimated	OPCC CEO CFO	<ul style="list-style-type: none"> • Costs are tested during the implementation phase and updated prior to submission of the business case to the Home Office

7.5 Benefits management

Implementation of the changes will also need to be underpinned by proactive benefits management arrangements to ensure that the identified benefits are realised – but are challenged robustly to ensure they are real and tangible. At some point during the process they will be subject to external scrutiny and may eventually be scrutinised nationally through, for example, the National Audit Office and Public Accounts Committee. These arrangements will need to be overseen by appropriate governance arrangements which will have regard to the two types of benefit, detailed in the Economic Case above:

- Governance benefits (i.e. those benefits directly associated with improvements in the governance of the Fire and Rescue Service)
- Collaboration benefits (i.e. those benefits that flow from collaboration between the two services, which are enabled and more likely to be realised as a result of the governance changes)

The approach to benefits realisation includes:

- Establishing a benefits register;

- Identifying clear owners with responsibility for benefits realisation;
- Developing common benefits realisation plans;
- Regular review processes and challenge arrangements.

7.6 Equalities impact assessment

The Equalities Impact Assessment (EIA) is concerned with anticipating and identifying the equality consequences of a particular policy/service initiative and ensuring that as far as possible any negative consequences for a particular group or sector of the community are eliminated, minimised or counterbalanced by other measures.

Our initial view is that the proposed governance changes will not affect – directly or indirectly -any particular group or sector of the community differentially. The intention is to increase the level of public visibility and accountability in the governance of the Fire and Rescue Service through the new governance arrangements including the revised operation of the North Yorkshire Police and Crime Panel and the forms of public accountability that are associated with the office of PCC.

However, this point will need to be tested through the public consultation and the PCC will need to use this feedback as evidence to input to an EIA as part of the updated Local Business Case that will be submitted to the Home Office for final approval.

8 APPENDICES

8.1 Governance costs

8.1.1 NYFRA governance costs

Total annual costs of NYFRA's Corporate and Democratic Services is £278k per annum (based on 15/16 data). Direct expenditure is £149k. £127k of the total expenditure is indirect and relates to corporate recharges including the following:

- Finance and payroll (includes the S151 Officer role, the bulk of which is supporting senior management in preparation for papers for FRA)
- HR
- Management
- Overheads
- IAS adjustments

The above corporate recharges are calculated on the basis of staffing numbers and therefore are believed to overstate the true cost of governance. The section below is an NYFRA estimate of delivering governance services for the FRA.

Adjusted 15/16 governance costs

The first table below shows the total direct governance costs. The second below shows an adjustment based on legal services, which includes both legal advisory services to the NYFRA as well as Monitoring Officer costs, and therefore has been adjusted to reflect the Monitoring Officer role only.

Figure 29: NYFRA governance costs

Baseline 2015/16 FA governance costs		Notes
Members direct costs	76,130	Allowances for members
Members training	27	
Bank charges	1,023	
External audit fees	31,927	
Finance SLA	7,210	
Legal Services SLA	11,527	Includes Monitoring Officer role, member related services and general NYFRS legal costs (i.e. those which are not governance related). Monitoring Officer role is charged on an hourly rate for attendance at meetings.
Committee Services SLA	21,488	Support costs in relation to the FA, charged at an hourly rate (includes team, printing etc.)
Total	149,332	

Source: as provided by NYFRS

Adjusted Baseline 2015/16 FA governance costs		Notes
Members direct costs	76,130	
Members training	27	
Bank charges	1,023	
External audit fees	31,927	
Finance SLA	7,210	
Legal Services SLA	1,153	Assumption, based on NYFRA estimates. The majority of this cost is legal expenses for the NYFRS in relation to employment issues. NYFRA has made an assumption that 10% is the Monitoring Officer time spent on NYFRA governance.
Committee Services SLA	21,488	
Total	138,957	

Assumptions based on Representation option

No change to the above adjusted baseline

Assumptions based on Governance (or Transfer of Functions) or Single employer option

2015/16 FA governance costs		Notes
Members direct costs		No member costs as the Fire Authority remit will be part of OPFCC
Members training		No member training as the Fire Authority remit will be part of OPFCC
Bank charges	1,023	
External audit fees	31,927	Still need separate accounts
Finance SLA	7,210	
Legal Services SLA		It is assumed that this role could be subsumed within the PCC Monitoring Officer role
Committee Services SLA		Meetings would no longer exist in current form
Total	40,160	

Governance change benefits (98,797)

8.1.2 OPCC costs

It should be noted that the costs of governance of the NYFRA and PCC are not directly comparable. A significant amount of the FRA's statutory responsibilities are delegated to officers who are authorised to discharge specific functions, whereas the PCC has a small team that manages day to day responsibilities as well as independent scrutiny of the constabulary and the chief constable.

Figure 30: OPCC costs

PCC FOR NORTH YORKSHIRE CORPORATION SOLE (OPCC)		
PRIVATE OFFICE FOR POLICE AND CRIME COMMISSIONER (OPCC)		
PCC Direct Costs		
PCC Salary costs including pension and NI contributions		79,000
PCC Travel and Subsistence e.g. mileage		9,500
PCC Telephony and Comms		400
Deputy PCC Salary costs including pension and NI contributions		52,000
OPCC - Staffing Costs		
Private Office Staffing		300,000
Other staffing costs - Travel		9,000
Other staffing costs - Subsistence		500
Courses and Conferences		4,500
Other staffing costs - Recruitment		5,000
OPCC - Premises and Office Activities		
Running Costs - Office Expenses		9,570
Accommodation - Premises Costs		32,840
Communications and IT Costs		10,000
PCC Private Office Total		512,310
STATUTORY OFFICER FUNCTIONS		
Chief Finance Officer (CFO - M Porter) - Employment & travel costs		50,500
Chief Executive Officer (CEO - J Carter)		145,000
CEO - APCCCE subscription		1,000
CEO - Travel & Subsistence		2,500
CEO - Communication		500
Courses and Conferences		1,000
Miscellaneous incl PATS Subscriptions		3,000
Independent Audit Committee Travelling		1,500
Independent Panel Members		1,500
Custody Visitors		8,500
External Audit		32,430
Internal Audit		34,000
APCC subscription		23,000
Statutory Officer Functions Total		304,430
SERVICES TO THE COMMUNITY		
Community Engagement - Hire of Premises		2,000
Community Engagement - Public Relations incl Web Site		10,000
Community Engagement - Conferences that the PCC organises		2,500
Community Engagement - Public Engagement		75,331
Community Engagement - Community Projects		2,000
Community Engagement - Interpreters for meetings		1,000
CAP - Honoraria		500
CAP - Travel		500
Services to the Community Total		93,831
TOTAL PRIVATE OFFICE FOR POLICE AND CRIME COMMISSIONER (OPCC)		910,571

8.2 NYFRA committee meetings

Table 36: NYFRA Committees

Committee	Meeting Frequency	Terms of Reference
Audit and Performance Review Committee	4 per year	<p>1) To monitor, and report to the Authority on, the performance of the Service against:</p> <ul style="list-style-type: none"> • The standards set by Government, including the National Fire and Rescue Framework and the Authority. • The Authority's Code of Governance in terms of implementation and compliance. <p>2) To develop and review the Authority's Business Management Framework, incorporating the Risk Management, Performance Management and Project Management frameworks, and to monitor the performance of the Authority against them.</p> <p>3) To oversee the work of Internal Audit and consider its findings.</p> <p>4) To oversee the work in respect of improvement planning and the Service's involvement in partnerships.</p> <p>5) To oversee the work in respect of specific service improvement reviews and associated improvement plans.</p> <p>6) To approve the final accounts.</p> <p>7) To consider the External Auditors' Management Letter, Audit Plan and any consequent reports and to report to the Authority on any action it considers necessary to take as a consequence of those issues.</p> <p>8) To monitor the exercise of delegated powers by officers.</p> <p>9) To develop and review the Authority Members' development programme.</p> <p>10) To oversee the production of the Authority's Annual Governance Statement and to make recommendations thereon to the Authority.</p> <p>11) To ensure effective scrutiny of the Treasury Management Strategy and Policies (as required by the CIPFA Code of Practice on Treasury Management).</p> <p>12) To carry out the Authority's standards functions, with a sub-committee of the Committee being responsible for standards and standards complaint handling issues.</p>
Standards Sub-Committee	2 per year	<p>1) To be responsible for standards and standards complaint handling issues.</p> <p>2) To have a role in relation to issues raised by or in relation to persistent and/or vexatious complainants.</p> <p>3) To grant dispensations to Members and Co-opted Members under the Local Ethical Framework, after consultation with the Independent Person. (Power to grant dispensations has been delegated to the Monitoring Officer, after consultation with the Independent Person, where the timescales are such that a Standards Sub-Committee meeting cannot be convened and where the Monitoring Officer has consulted every available Member of the Standards Sub-Committee, all of whom consent to the granting of the dispensation.)</p>
Pensions Board	1 per year	<p>The purpose of the Board is to assist North Yorkshire Fire and Rescue Authority in its role as a scheme manager of the Fire Fighters Pension Scheme. Such assistance is to:</p> <ol style="list-style-type: none"> a) secure compliance with the Regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme and; b) ensure the effective and efficient governance and administration of the Scheme.
Appeals Committee	Ad hoc	<p>To hear and determine appeals against the decision of officers, where provision exists for appeals to a Member level body, in respect of:-</p> <ol style="list-style-type: none"> a) dismissals; b) individual grievances (Principal Officers only); c) awards under the Firefighters' Pension Scheme.

Committee	Meeting Frequency	Terms of Reference
Appointments Committee	Ad hoc	<ol style="list-style-type: none"> 1) To exercise the functions set out below in respect of the Chief Fire Officer/Chief Executive and his/her Directors. 2) To determine an appropriate recruitment package within existing policies as regards salary, benefits and removal expenses in respect of vacancies in the above posts. 3) To appoint, as necessary, any recruitment consultants in respect of vacancies in the above posts. 4) Where a vacancy occurs in one of the above posts, to:- <ol style="list-style-type: none"> a) interview all applicants who meet the Personal Qualities and Attributes, and National Occupational Standards relevant to the post; or b) select a short-list of suitable applicants and interview those on that list; and (in either case) c) having carried out such interviews, either appoint one of the candidates to the vacancy, or decide not to appoint any of the candidates, but instead to take such further action in relation to the filling of the post as the Committee may determine. 5) To evaluate, from time to time, with the support of the Head of Human Resources as technical adviser, the terms and conditions of the above posts and make necessary changes to them.

8.3 Existing NYFRS and NYP collaboration

8.3.1 Collaboration between NYFRS and NYP

Table 37: NYP and NYFRS collaboration

Collaboration initiative	Partners	Detail
Transport and Logistics - Thirsk	NYP and NYFRS	Co-location of NYP and NYFRS Transport and Logistics functions.
Shared Transport and Logistics Manager	NYP and NYFRS	Shared post across NYP and NYFRS on a fixed term basis. This arrangement was ended by NYFRS on 31/03/17, but as of 15/06/17 discussions have restarted.
Co-location and estates sharing	NYP and NYFRS (possibly YAS)	Co-location of fire and police at Bedale since 2003. Plans in place for co-location of fire and police at Ripon, possibly with the Ambulance Service.
Integrated Community Safety Hub - Scarborough	NYFRS, NYP and other agencies	NYFRS Community Safety Officers, NYP and other agencies work out of the centrally located town hall and as such are able to communicate more effectively with one and other when providing a multi-agency approach to preventative measures and other issues. The success at Scarborough is now being extended into other areas with the creation of hubs in York, Harrogate and Selby.
Driver training – Coxwold House, Easingwold	NYP and NYFRS	Relocation of police driver training to the NYFRS training centre in Easingwold (a PFI site with an adjacent building that has spare capacity).
Procurement	NYFRS and NYP	Joint procurement for some services.

8.3.2 NYFRS collaboration (excluding collaboration with police)

Table 38: NYFRS collaboration excluding NYP

Collaboration initiative	Partners	Detail
Cornwall Control and Mobilising	Cornwall FRS	<ul style="list-style-type: none"> • Cornwall's Control Room receives calls and dispatches resources on behalf North Yorkshire (and vice versa), during busy periods.
Joint Fire Investigation Team	NYFRS, WYFRS, SYFRS, HFRS	<ul style="list-style-type: none"> • The regional fire investigation team comprises officers from each of the constituent fire authorities.
Emergency First Responders	NYFRS and YAS	<ul style="list-style-type: none"> • A pilot scheme designed to provide immediate first aid to people in life-threatening medical emergencies who live in rural communities. Uses a Retained Duty System, or 'on-call firefighters,' who already live and work in outlying areas, being deployed in a first responder capacity to medical emergencies in addition to ambulance crews. The firefighters will be deployed by YAS in the role of an Emergency First Responder to Red category calls, such as cardiac arrest patients, to provide time-critical care.
Financial services	North Yorkshire County Council	<ul style="list-style-type: none"> • SLA with the Council to provides some aspects of Treasury Management (i.e. investment of balances and TM Advisor), provision of the General Ledger and also Insurance advice and claims handling service.
Legal services	North Yorkshire County Council	<ul style="list-style-type: none"> • SLA to provide legal advice and democratic services (Authority secretariat)
Pensions administration (operational staff)	West Yorkshire Pension Fund	<ul style="list-style-type: none"> • SLA
Pensions administration (non-operational staff) and payroll	North Yorkshire County Council	<ul style="list-style-type: none"> • SLA
A joint tender for Property Valuations	NYFRS, HFRS, NYP, SYP, WYP and Humberside Police	<ul style="list-style-type: none"> • Carter Jonas won the contract.
Operational guidance	NYFRS, WYFRS, SYFRS, HFRS	<ul style="list-style-type: none"> • A virtual team developing operational guidance, delivered through the regional FRS meeting structure
Hazardous Materials and Environmental Protection Officers	NYFRS, WYFRS, SYFRS, HFRS	<ul style="list-style-type: none"> • Regional delivery of training and regional response arrangements in place

8.3.3 NYP collaboration (excluding collaboration with police)

Table 39: NYP collaboration excluding NYFRS

Collaboration initiative	Partners	Detail
Dogs Support Unit	Evolve – Cleveland, Durham and NYP	<ul style="list-style-type: none"> • Live as of 1 August 2016
Director of Collaborative Legal Services	Evolve – Cleveland, Durham and NYP	<ul style="list-style-type: none"> • Appointment commences 30 January 2017.
Legal Services Collaboration	Evolve – Cleveland, Durham and NYP	<ul style="list-style-type: none"> • Business case for a shared legal services provision to be developed once Director of Collaborative Legal Services is in post.
Major Investigation Team	Evolve – Cleveland and NYP	<ul style="list-style-type: none"> • Live as of 1 November 2016

Collaboration initiative	Partners	Detail
Substance Misuse Testing Service	Northumbria and NYP	<ul style="list-style-type: none"> Ends April 2018
Procurement	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> SYP is the lead force (since 2013)
Scientific Support	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> WYP is the lead force
Underwater Search	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> In place from September 2012, Humberside is the lead force
Odyssey	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> WYP is the lead force. Includes the Regional Organised Crime Unit, Intelligence Unit, Cyber Crime Unit, Protected Persons Unit, Asset Recovery Team and Government Agency Intelligence Unit.
Regional Asset Recovery Team	NE Region (Cleveland, Durham, HP, Northumbria, NYP, SYP, WTP)	<ul style="list-style-type: none"> WYP is the lead force, through Odyssey (above)
Regional Intelligence Unit	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> Work commenced December 2015, blueprint for an Early Help Safeguarding and Support hub expected March 2017.
Firearms Training	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> SYP is the lead force (since 2013)
Fleet	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> Regional Fleet Board
Technical Support Unit Direction and Control	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> WYP has direction of control of all resources
Core Capabilities	YatH (HP, NYP, SYP, WYP)	<ul style="list-style-type: none"> WYP is leading on the development of a business case for TSU, UCOL, UCF and OCG Mapping.
Disaster Victim Identification	NE Region (Cleveland, Durham, HP, Northumbria, NYP, SYP, WTP)	<ul style="list-style-type: none"> Regional DVI service, live as of 1 May 2016
CBRN	NE Region (Cleveland, Durham, HP, Northumbria, NYP, SYP, WTP)	<ul style="list-style-type: none"> Regional CBRN response. Go live began in May 2016, due to go live fully alongside national rollout of SOR in 2017.
Forensic Services	NE Region (Cleveland, Durham, HP, Northumbria, NYP, SYP, WTP)	<ul style="list-style-type: none"> Joint contract established November 2015
Special Branch and CT	NE Region (Cleveland, Durham, HP, Northumbria, NYP, SYP, WTP)	<ul style="list-style-type: none"> National review ongoing
National Police Air Service	Cleveland, Durham, NYP, SYP, WYP and NPAS	<ul style="list-style-type: none"> National collaboration in place since July 2015
ESMCP	All forces	<ul style="list-style-type: none"> Airwave replacement system, YatH forces working together to implement during 2017/18.

8.4 Collaboration opportunity assessment – prioritisation matrix

The matrix below shows the relative benefits for each in-scope collaboration opportunity.

Figure 31: Collaboration opportunity assessment

	Implementation start date	Speed of benefit	Scale of financial benefit	Scale of non-financial benefit	Cost of change	Complexity of change	Confidence in opportunity at this stage	Level of delivery risk	Overall
Shared data and intelligence	18/19	Medium term	Low	Medium	Medium	Medium	High	Medium	Yellow
Community Vulnerability Multi-agency Role (Safe and well visits)	18/19	Long term	Medium	High	Medium	High	Low	High	Yellow
Road safety	17/18	Long term	Low	Medium	Low	Low	Medium	Low	Red
Rural intervention	17/18	Long term	Low	Low	Medium	Medium	Low	Low	Red
Control room: opportunities for joint processes and estate	18/19	Medium term	Medium	Medium	High	High	Low	Medium	Yellow
Community Vulnerability Response Role (forced entry)	17/18	Medium term	Medium	Medium	Medium	Medium	Medium	Medium	Yellow
First responder scheme	18/19	Medium term	Low	Medium	Low	Low	Medium	Medium	Yellow
Shared transport and logistics	17/18	Long term	Low	Medium	Medium	Medium	High	Medium	Green
Shared estates	16/17	Long term	High	High	Medium	Medium	High	Medium	Green
Shared learning and development	18/19	Medium term	Low	Medium	Medium	High	Medium	Medium	Yellow
Shared procurement	16/17	Short term	Low	Low	Low	Low	High	Medium	Yellow
Shared corporate functions (sharing HR / IT / Finance teams) ¹	18/19	Short term	Low	Medium	Medium	High	Low	Low	Yellow
Shared corporate functions (sharing Estates functions) ¹	17/18	Short term	Low	Medium	Low	Medium	High	Low	Green
Shared corporate systems (IT) ¹	18/19	Long term	Low	Medium	Medium	High	Low	High	Yellow

Note: subsequent to workshops, some shared services were added as potential areas of focus, which might be possible under a change in governance, but not in the current model

8.5 Financial modelling assumptions – collaboration

8.5.1 Estates assumptions

- Capital investment across 8 different schemes - £2.0m
- Capital receipts from disposals of NYP sites - £1.5m
- Total current NYFRS recurrent expenditure across 8 schemes - £200k per annum
- Total NYP recurrent expenditure across 8 schemes - £350k per annum
- No attempt has been made at this stage to assess the operational benefits or viability of the proposals
- No attempt has been made to assess whether the capital funding is available for the proposals, and borrowing costs have not been included
- Capital costs for alterations / refurbishments are estimates. All figures are rounded
- Capital receipts for disposals for NYP are based on recent market valuations
- All floor areas and space requirements for new buildings and altered buildings are estimated
- Co-location dates are estimated based on NYP estates strategy dates but these currently have no standing in NYFRS
- The team has made an assumption that the projects are technically viable, but no work has been done to actually verify this

8.6 Financial modelling assumptions – governance options

This section describes the financial modelling assumptions for each collaboration opportunity and governance option.

8.6.1 Representation model

Table 40: Representation model assumptions

Type	Cost / benefit	£ (rounded)	Assumption
Recurrent	Governance cost	£17k	0.5 FTE of a Policy and Scrutiny Officer

8.6.2 Governance model

Table 41: Governance model assumptions

Type	Cost / benefit	£ (rounded)	Assumption
Recurrent	Governance benefit	£100k	NYFRA no longer exists and Monitoring Officer role can become part of OPCC Monitoring Officer role

Type	Cost / benefit	£ (rounded)	Assumption
Recurrent	Implementation cost	£34k	1 FTE of a Policy and Scrutiny Officer
Recurrent	Implementation cost	£30k	Additional governance support costs in OPCC
Total recurrent implementation costs		£64k	
One-off	Project manager	£49k	1 FTE, based on NYP pay scales
One-off	Project support	£29k	1 FTE, based on NYP pay scales
One-off	Consultation advice	£25k	An estimate of external support required
One-off	Audit fees	£17.5k	An estimate, if additional accounts are required
Total one-off implementation costs		£121k	

8.6.3 Single Employer model

Table 42: Single Employer model assumptions

Type	Cost / benefit	£ (rounded)	Assumption
Recurrent	Governance benefit	£100k	NYFRA no longer exists and Monitoring Officer role can become part of OPCC Monitoring Officer role
Recurrent	Governance cost	£34k	1 FTE of a Policy and Scrutiny Officer
Recurrent	Governance cost	£30k	Additional governance support costs in OPCC
Total recurrent implementation costs		£64k	
One-off	Programme manager	£126k	1 FTE, based on NYP pay scales, over 2 years

Type	Cost / benefit	£ (rounded)	Assumption
One-off	Project manager	£98k	1 FTE, based on NYP pay scales, over 2 years
One-off	Project support	£58k	1 FTE, based on NYP pay scales, over 2 years
One-off	Consultation advice	£40k	An estimate of external support required for public and staff consultation
One-off	Additional professional advice	£50k	Estimate of HR and legal advice required
One-off	Audit fees	£17.5k	An estimate, if additional accounts are required
Total one-off implementation costs		£390k	

8.6.4 Overarching financial modelling assumptions

Economic case

- The HM Treasury discount rate of 3.5% has been applied to real terms prices to calculate a net present value
- Year 0 start date for NPV calculations starts at April 2017
- All costs are assumed to be flat in real terms

Financial case

For the financial case, costs are uplifted for inflation based on the ONS GDP deflators as at Dec-16:

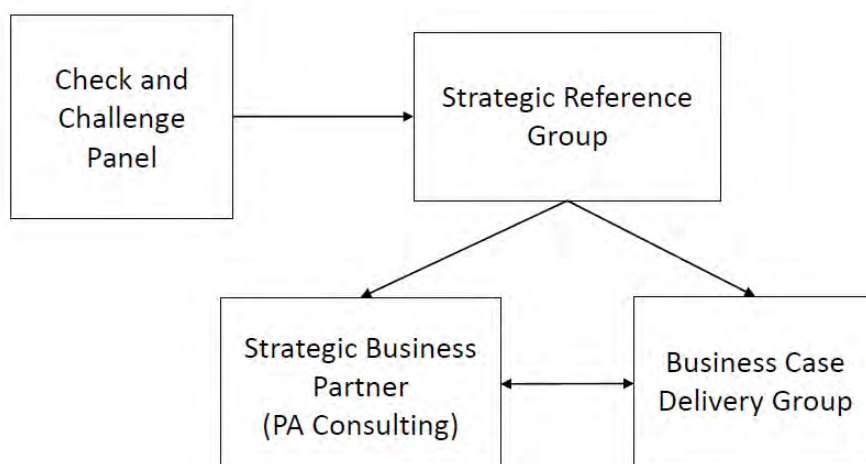
- 2017/18: 1.5%
- 2018/19: 2.1%
- 2019/20: 1.8%
- 2020/21: 1.9%
- 2021/22 onwards: 2.0% (based on inflation target)

<https://www.gov.uk/government/statistics/gdp-deflators-at-market-prices-and-money-gdp-december-2016-quarterly-national-accounts>

8.7 Terms of Reference for Boards

The LBC process has been supported by the following governance structure.

Figure 32: LBC governance structure



8.7.1 Strategic Reference Group terms of reference

- **Membership:** PCC, NYFRA Chair, Leader of North Yorkshire County Council, Leader of CYC, NYP Chief Constable, NYFRS Chief Fire Officer, PCC Monitoring Officer, NYFRA Monitoring Officer, Chief Executive of NYCC, Chief Executive of CYC, PCC Section 151 Officer, NYFRA Section 151 Officer
- **Meets:** Monthly or at presentation of options assessments and local business case.
- **Purpose:** To ensure that the local business case (under the provisions of S.6 Police & Crime Bill 2016) is fully informed, adequately resourced and can make the very best recommendation in the interests of economy, efficiency and effectiveness, and public safety.
- **Aims:**
 - To ensure that the strategic business partner appointed has access to all necessary information to inform the business case
 - To ensure that the business case is developed in compliance with the national guidance on Police and Fire Integration, HM Treasury’s ‘Green Book’ model for public sector business cases and any other emerging best practice
 - To ensure the Business Case Delivery Group co-ordinates the work needed to enable and inform the development of the business case in a timely and efficient manner
 - To help ensure that communications by interested parties on the development and progress of the business case are clear, factual and accurate.
 - To be cognisant of learning emerging from both the Home Office Working Group and the development of other similar business cases being prepared nationally
 - To maintain a close working relationship with the ‘Bluelight’ Emergency Services Collaboration Working Group and ensure all relevant information is shared
 - To help interested parties identify and mitigate any risks in relation to the development of the business case
 - To consider and respond to recommendations of the Check & Challenge Panel

8.7.2 Check and Challenge Panel terms of reference

- **Membership:** D&DRFRS CFO, T&WFRS CFO, GMFRS Director of Corporate Support, former NYP ACC, WAS Chair, Civil Contingencies Secretariat Deputy Director, NY HMIC, NYFRA Monitoring Officer; PCC Chief of Staff, PCC Monitoring Officer
- **Meets:** Prior to presentation of options assessment reports and local business case.
- **Purpose:** The ‘Check and Challenge Panel’ will draw on each member’s knowledge, skill and experience to advise the Strategic Reference Group.

- **Aims:**
 - Provide expert and objective scrutiny of the project's thinking and findings
 - Act as a critical friend to the Strategic Reference Group by providing insightful and invaluable feedback to help shape the very best business case for the public of North Yorkshire

8.7.3 Business Case Delivery Group terms of reference

- **Membership:** The following individuals or their deputies as appointed on a meeting-by-meeting basis: PCC Chief of Staff, NYP Head of Organisational Development, NYP Partnership Hub Superintendent, NYP Chief Finance Officer, NYFRS Assistant Chief Fire Officer, NYFRS Head of Finance and Administration, NYFRS Head of Risk Management
- **Meets:** Fortnightly
- **Purpose:** To facilitate the development of the local business case with the strategic business partner in response to the provisions made under S.6 Police & Crime Bill 2016, working to the timescales specified.
- **Aims:**
 - To act as points of contacts for the strategic business partner and to facilitate the business partner having access to all necessary information from members respective organisations to ensure the business case is as best informed as possible
 - To act as points of contacts for the individual interested parties and ensure that the appropriate lines of communication are provided to and from each parties respective governance structure
 - To identify with the business partner potential risks and issues
 - To ensure that communications by interested parties on the development and progress of the business case are clear, factual and accurate
 - To use any best practice and learning available from the group members
 - To take into consideration the collaboration opportunities identified by the Emergency Services Collaboration Working Group and other bodies where best practice may be emerging

Draft Response to PCC

Working Better Together Consultation

Thank you for giving the District Council the opportunity to comment on the proposals for greater collaboration with the North Yorkshire Fire and Rescue Service.

The proposals were considered at the Council's Executive Meeting on 7 September 2017 where this response was approved.

The Executive considered the Business Case for change noting that the PCC's preferred option is a move to the Governance Model. The main reason for this preference is that the PCC has assessed this is most likely to achieve the greatest acceleration of the pace of collaboration, the greatest scale of ambition, and the greatest degree of transparency and accountability, bringing meaningful savings, whilst being deliverable and sufficiently mitigating against strategic and public safety risks. It is therefore most likely to deliver a transformative vision for collaboration against the context and drivers set out in the case for change. It is most likely to further enhance and improve public safety.

The Executive notes that the current Fire and Rescue Authority is comprised of Councillors from City of York and North Yorkshire County Council and as such those Councils are tier 1 statutory consultees for the process. The Executive also note the ongoing public and stakeholder consultation (of which this response is part) and workforce consultation.

Selby District Council is supportive of collaboration within the public sector. It recognises that there are continued pressures on all public services to be more efficient and cost effective whilst delivering responsive public services.

Having considered the Business Case Selby District Council welcomes the proposed improvement that would come through greater collaboration. However it is not persuaded that greater collaboration can only be achieved (or only achieved quickly) under the governance model.

The Council notes its own experience of working "better together" with the County Council in a collaborative model. In this case the Better Together Programme enables shared expertise, intelligence and leadership between North Yorkshire County Council and Selby District Council to ensure assets are maximised to deliver savings whilst redesigning services to achieve the best possible outcomes to all customers in the locality. As a result of the programme cashable savings of £358,685 have been achieved with a further £1,021,805 potential savings identified. In total the Better Together Programme will secure savings in excess of £1.3m by March 2020.

This example shows what can be achieved through equal collaboration without the necessity to merge governance arrangements and the District Council urges the PCC and the Fire and Rescue Authority to operate in a similar manner to achieve the objectives set out.

The Council is also not persuaded by the business case in terms of the savings as projected savings need to be balanced against costs of implementation. The Business Case itself indicates (at 8.6) the respective implementation costs and benefits. It is clear that the representation model carries a significantly lower cost. Given our view that the benefits of collaboration (assessed at £100k) could be achieved through true and meaningful collaboration without the change to a Governance Model, we consider that the recurrent costs of £64k and one off costs of the change at £121k may not represent good value for the public purse.

As well as our concerns about the costs and our view that the benefits could be obtained through a less disruptive change, the Council is concerned that the Governance Model may be perceived by the residents of North Yorkshire as a very remote structure. North Yorkshire is the largest County and has a wide range of settlements both in terms of character, needs and geography.

Turnout for the PCC elections is historically low. Turnout in the County Elections and City of York is higher. The Representation Model allows 16 elected representatives from across the geography plus the directly elected PCC to make decisions. It is appreciated that there is some oversight via the Police and Crime Panel and that public responses to this consultation are awaited, however, on balance we feel that the Representation Model brings the decision making structure closer to the public than the governance model.

Therefore on balance this Council supports the Representation Model from the options available.

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Selby District Council

REPORT

Reference: E/17/23

Item 9 - Public



To: Executive
Date: 7 September 2017
Status: Key Decision
Report Published: 30 August 2017
Author: Peter Williams, Head of Finance
Executive Member: Cllr C Lunn, Executive Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30 June 2017

Summary:

At the end of quarter 1, the full year forecast for the General Fund shows an estimated surplus of (£32.5k) and the HRA an estimated surplus of (£379k) against the approved budget. The main drivers of these variances can be found in the report below and also in Appendix A.

General Fund (£k)	Budget	Forecast	Variance
Net Expenditure	0	33	33

HRA (£k)	Budget	Forecast	Variance
Net Expenditure	0	379	379

Planned savings for the year have already been achieved in the HRA. A number of General Fund savings have also been achieved in Q1, but there is still a further £74k of savings to be achieved in the remaining part of the year. Details of the planned savings and their status can be found in Appendix B.

The capital programme is currently forecasting an underspend of £0.67m, £0.33m on the General Fund programme and £0.34m on the HRA programme. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth 3 was established as part of the budget setting process last year. The Tour De Yorkshire event took place in April and work has begun on the strategic sites. The other areas of the programme which are defined in five themes are currently in the process of being drafted. A summary of progress is set out in Appendix D.

Recommendations:

- i. **The Executive endorse the actions of officers and note the contents of the report.**
- ii. **The Executive approve a permanent virement of £5k from CEF Administration Support budget to Democratic Services Salaries to fund grade increase of additional duties supporting the CEFs.**

Reasons for recommendations

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

1. Introduction and background

1.1 The revenue budget was approved by Council on 21 February 2017:

Approved Budget	General Fund £000's	HRA £000's
Net Revenue Budget	11,644	11,016
Dwelling rents	0	(12,070)
Council Tax	(5,203)	0
Settlement Funding including RSG/NDR and other Grants	(5,062)	0
Collection Fund Surpluses	(262)	0
Savings Target	(740)	(140)
Net (deficit)/surplus transferred from/to reserves (GF – Business Rates Equalisation and HRA – Major Repairs)	(377)	1,194
Net Revenue Budget	0	0

2. The Report

2.1 Details of forecast variances against budget are set out at Appendix A.

General Fund

General Fund Account - Q1 2017	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,644	11,616	28
Settlement Funding including RSG/NDR and other Grants	(5,062)	(5,067)	5
Amount to be met from Council Tax	6,582	6,549	33
Council Tax	(5,203)	(5,203)	0
Collection Fund Surpluses	(262)	(262)	0
Shortfall/(Surplus)	1,117	1,084	33
Savings Target	(740)	(740)	0
Net (Surplus) / Deficit transferred to Business Rates Equalisation Reserve	(377)	(344)	(33)
Net Revenue Budget	0	0	0

The main forecasted variances against the General Fund surplus are:-

- Salary savings of (£71k) across services, this is due to vacancies in the new structure that are currently being recruited to. This position is likely to change over the course of the year and will be closely monitored.
- Overall there are anticipated savings across the waste and recycling contract. Whilst there are increases in contractor costs to reflect higher inflation indexation to that forecasted when the budget was set, these are offset by increased income streams (including sales of bins for new developments, continued proactive marketing of the commercial waste service and recycling income influenced by global prices) giving a net (£35k) saving.
- Investment income is anticipated to exceed target by (£25k), due to buoyant cash balances.
- Lifeline service income - a continued reduction in the Supporting People Grant due to assessment criteria changes has resulted in a shortfall of £52k. In addition to this, despite efforts to increase take up, private payers income has still not achieved target, resulting in a shortfall of £30k, steps are being taken to mitigate this including the launch of new products and holding vacancies.

- Benefit Admin Grant £40k, anticipated overall shortfall in admin grant due to reductions in central allocations, partly offset by additional DWP funds.
- Renewables business rates income has been confirmed for 2017/18 at £7.5m. This funding is to be transferred to replenish earmarked reserves applied to finance the pension fund deficit in 2016/17.

2.2 Housing Revenue Account

Housing Revenue Account – Q1 2017/18	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,016	10,770	246
Dwelling Rents	(12,070)	(12,126)	56
Shortfall / (Surplus)	(1054)	(1,356)	302
Savings Target	(140)	(217)	77
Net (Surplus) / Deficit transferred to Major Repairs Reserve	(1,194)	(1,573)	379

The HRA is anticipating a surplus of £379k. The HRA surplus 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 forecast variances against budget are:-

- Although the position may change driven by development opportunities savings by not taking on any external borrowing would save approximately (£223k).
- The planned saving expected from the pension deficit reduction is (£77k) higher than anticipated.
- Housing rents are on target to exceed budget by (£56k), this position is likely to change as it is influenced by sales, void turnaround time and new tenancies commencing at target rent.

2.3 Savings

The General Fund has an assumed savings target of £740k agreed as part of the 2017/18 budget process. Some of those savings have been achieved including: PFI, MRP and the pension fund deficit totalling £666k leaving a further £74k to be delivered. It is anticipated this target will be achieved as new savings come forward including the lease of the former Profiles Gym site which will achieve approximately £40k per year through rental income and business rates savings.

HRA savings for the year have been exceeded from its share of the Pension Fund Deficit.

Further details of planned savings can be found in Appendix B.

2.4 Capital Programme

The capital programme is currently forecasting an underspend of £0.67m, £0.33m on the General Fund programme and £0.34m on the HRA programme.

To date there has been limited spend with the General Fund capital programme although designs, tenders and quote requests are being progressed for several schemes including the car park improvement programme. Programmes are still on track to be delivered this year although the in-year timing of some projects is expected to change compared to budget.

Current forecast spend is £6.51m against a budgeted spend of £6.84m. This is mainly driven by forecasted savings on the Police Co-location Project (£186k) and the Disabled Facilities Grant programme (£124k).

The co-location project budget reflects the value of the business case approved by Executive at £415k but this has since been revised and reduced due to changes in the build and office change requirements to £229k.

The DFG grant allocation is paid through the Better Care Fund and this year has seen an increase in the grant monies received. In 2017/18 the Better Care allocation is £379,000, compared with the 16/17 allocation of £346,000. This coupled with our own investment and monies carried forward for committed works provides a total of £574,000 available to spend. The expected spend at this stage is projected to be £450,000.

The increase in funding allows us to offer a more flexible grant provision and the expectation is that that Local Housing Authorities will work closely with colleagues in NYCC and in Health to determine where the additional money is best spent. Currently we are only able to offer Mandatory Grants of up to £30,000. Most grants administered are for less than £3,000 and we are able to meet demand without the need for a waiting list, to date we have not actively promoted grants due to limited budget being available. In order to introduce more flexible, discretionary grants we need to update our Private Sector Assistance Policy and state how we intend to use the money. The private sector stock condition survey that we have recently completed will help us understand where the spend can be targeted and this would be done in consultation with our Better Care Fund partners, this will help to ensure that the additional funding is spent and delivers maximum benefits for local residents. A further update on this will be provided at Q2.

Good progress is being made on the HRA capital programme which shows a forecast spend of £5.77m against a budget of £6.11m. This variance is driven by sizable savings on boiler replacements from failures as a result of the good standard of boilers installed over the past few years.

Consultation work has commenced with residents at Tadcaster that links in to the roofing and pointing schemes whilst the housing development scheme at Eggborough & Byram is now complete with bungalows occupied, final fees and retention costs are still outstanding.

2.5 Programme for Growth

Approved as part of the budget setting exercise for 2017/18, P4G3 has commenced with a targeted suite of 5 programme themes established including Town Regeneration; Tourism & Culture; Housing; Infrastructure and Business. P4G funding was approved as part of the budget setting exercise for 2017/18. Work also continues on schemes carried forward from 2016/17 including growing Enterprise; Marketing Selby USP; Strategic Sites and the Sherburn all weather pitch.

To date progress has been limited on these schemes with the exception of the Tour De Yorkshire and Strategic Sites. Project briefs and further development work are being progressed on the remainder although some slippage is anticipated due to delays in the recruitment process and ongoing discussions with partners. An assessment of expected in-year spend will be carried out for Quarter 2 reporting.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 The revenue position will change over the course of the year as more detailed data becomes available largely resulting from the likelihood of additional income from increased demand for services countered by increased costs – performance will be monitored closely and remedial action will be taken or proposed to the Executive should this be necessary.

Forecasts are based on information available and subject to change as the year progresses, officers monitor actual income and expenditure against budget and forecasts will be refined as necessary. There are contingencies within the budgets to cope with unforeseen pressures.

4. Conclusion

- 4.1 At the end of quarter 1, the outturn is indicating a surplus in both the General Fund and HRA which demonstrates that the Council's spending plans for the year are fully supported and progress against the savings plan is on track.
- 4.2 At this early stage in the year some modest slippage on the capital programmes is forecast and this will be kept under review as the year progresses.
- 4.3 The new Programme for Growth is taking shape and resources are in place to begin delivering approved projects although it is likely that some projects will slip into next year.

Appendices:

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

Appendix B – General Fund and Housing Revenue Account Savings.

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

Appendix D – Programme for Growth.

Contact Details

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BUDGET EXCEPTIONS REPORT

April 2017 - June 2017

General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(125)	(25)	On-going	Earnings from investments are currently expecting to exceed budget, this is due to buoyant cash balances, this will be closely monitored as current interest rate returns may not be achieved going forward.
Customer & Client Receipts	(14,735)	(46)	One-Off	Recycling & Waste Collection income makes up the majority of this variance through latest forecasts on recycling activity and prices, demand for new bins for housing development sites and the continued proactive marketing of the commercial waste service (£78k) and industrial unit ground rent (£9k) through high occupancy of units. This is offset by a anticipated shortfall in private payer lifeline income £30k, the service is reviewing its products and offer to customers in line with market demands in addition recruitment is being carefully managed to mitigate the impact.
Government Grants - Services	(19,464)	86	On-going	This shortfall is due to the continued fall of Supporting People Grant £52k, this continued reduction from on-going assessment is not currently being met by private payers. Continued shortfall of housing benefit admin subsidy £40k and receipt of additional New Homes Bonus Grant (£5k).
Recharges	(3,048)	(8)	On-going	ICT recharge to the NHS for shared wireless network.
Total Variance - General Fund Income		7		

General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	8,639	(90)	On-going	Anticipating a saving on salaries as the new structure recruitment process is completed, a number of vacancies are yet to be filled and the recruitment process continues to fill these roles. Vacancies are being carefully managed to also mitigate other service risks such as the lifeline service.
Transport	155	(7)	On-going	Anticipated saving on travel costs in conjunction with vacancies across services.
Supplies & Services	12,574	57	One-Off	There are numerous variances that make up this shortfall the most significant being Waste and Recycling contract charges £33k, the environmental services contract indexation is applied on the contract anniversary each October and budgets are set based on prior years inflation forecast. Inflation during 17/18 is running at a higher rate than forecast in 16/17 and as such are prudently forecasting contract costs higher than anticipated in 16/17, increased income from commercial waste and recycling collection overcompensates for this based on the latest data. An additional £12k is anticipated for specialist advice to support Development Management and £23k shortfall is estimated for banks charges in relation to the volume of card payments made to the authority. Some savings are anticipated on CCTV services (£12k) and (£5k) for the use of Nightstop.
Total Variance - General Fund Expenditure		(40)		
Total Variances - General Fund		(33)		

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Housing Rents	(12,070)	(56)	On-going	The current forecast suggests an improved position over budget. The final variance will be influenced by the number of sales (5 during Q1) the void turnaround time and new tenancies set at target rent.
Customer & Client Receipts	(240)	9	On-going	Expecting a shortfall in hostel rents and utility recharges which aligns to low numbers of accepted homeless cases.
Total Variance - HRA Income		(47)		

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Premises	742	(16)	One-Off	Numerous smaller items make up this variance, there are anticipated savings on solid fuel servicing (£11k), community Centre utilities, repairs & maintenance (£10k) offset by a £5k estimated shortfall in gas servicing due to an increase in gas users compared to solid fuel.
Supplies & Services	1,435	(10)	On-going	Anticipated savings for the year on Tenant Participation and resource accounting (£10k) based on prior year trends.
External Interest Payable	2,638	(223)	On-going	This saving is based on the assumption that no external borrowing will be taken out for new developments within the HRA this financial year, the use of internal borrowing (using cash reserves) is anticipated rather than PWLB borrowing.
Pension deficit reduction savings	(140)	(77)	On-going	The reduction in pension deficit payments in the HRA as a result of the payment made in 16/17 is higher than anticipated in the budget.
Other		(6)		Other smaller variances
Total Variance - HRA Expenditure		(332)		
Total Variances - HRA		(379)		

SAVINGS PLAN

Indicative Profile - GF

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	July 2017 Update	Current Risk
Pest Control	KC	15	15	15	Low	Contract completed - charge for rats passed on to customers	Low
Income generation	SR	0	0	185	High	Project not yet started. Project to commence Q2 2017/18 with a root and branch review of our approach to fees and charges. Aim to develop proposals for delivery in 2019/20.	High
Process improvements /on-line transactions	JS	0	70	91	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Delivery will be in line with the project plan yet to be finalised with the supplier. Project brief for digital transformation project (channel shift) approved at ELT. Business case being developed which will include specific estimates of savings.	High
Planning service review	JC	0	200	200	Medium	To date there have been no refunds issued, but further work is required to quantify the impact. Form 1 July Approval has been granted to recharge for viability assessments and depending upon requirements could recover up to £30k for 17/18. The Planning sub-committee has been stopped which generates internal efficiencies and savings on Member expenses. Pre-application advice is increasing.	Medium
Asset rationalisation	JS	50	100	100	Medium	Subject to negotiation on Market Cross lease - potential to sub-let after relocation of contact centre to Civic Centre but dependent upon completion of extension - if achievable, likely to be delayed towards end of 2017. Ex Profiles Gym has been let to a tenant generating £27,500 pa income and saving £13,481 NNDR full year.	High
Commissioning & collaboration	JS	0	0	80	High	Provision of Communications support to Ryedale DC expected to bring in £30k in 2017/18. Provision of HR support to Ryedale DC estimated to bring in £15k in 2017/18. No decision taken on whether/how this will be taken forward beyond this year. Currently exploring possibility of Pay & Display ticket sponsorship, if advertising space agreed will cover costs of £6 to £8k pa.	High

SAVINGS PLAN

New SDHT Loans	DC	30	60	100	High	Support for new build acquisitions at Ousegate Selby agreed and now subject to contract with developer. A detailed business case for the development of a new 5-unit scheme at Riccall will soon be submitted to the Executive for approval. A revised Housing Development Programme will also shortly be presented for discussion, which is expected to increase scope, ambition and opportunities for lending significantly.	High
Lending to third parties	DC	0	0	40	High	This work will be considered as adoption of the Economic Development Strategy is achieved, and the Programme 4 Growth 3 is developed.	High
Programme for Growth	DC	0	0	250	High	Work on a new Site & Premises Register will shortly be initiated, and extensive consultation with local small-medium sized enterprises is ongoing. This is expected to highlight a lack of high-quality incubation space throughout the District, and provide potential investment opportunities	High
Tax Base Growth	DC	0	50	75	Medium	Planning income has risen and the Council is investing significantly in capacity to deliver its ambitious growth agenda. Indicative tax base at June 2017 a growth in the tax base of 130.2 properties since April 17.	Medium
Business Rates Growth	DC	0	0	200	High	A new Economic Development team has recently been recruited who will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth.	High
PFI	KI	57	60	60	Low	Completed	Low
MRP	KI	185	185	185	Low	Completed	Low
Pension Fund Deficit	KI	406	419	433	Low	Completed	Low
Total Savings		743	1,159	2,014			
Assumed Savings Target		740	1,053	1,698			
Surplus / (Shortfall)		3	106	316			

NB Low risk savings assumed to be delivered at 100%

SAVINGS PLAN

Indicative Profile - HRA

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk	July 2017 Update	Current Risk
Process improvements /on-line transactions	JS	0	5	194	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Efficiencies to be realised through automation and better access/workflow - baseline position for key processes will be mapped as part of early preliminary work to enable an estimate of benefits and likely realisation timescale. Delivery will be in line with the project plan yet to be finalised with the supplier.	High
Commissioning & collaboration	JS	0	0	20	High		High
Pension Fund Deficit	KI	217	226	235	Low	Completed	Low
Total		217	231	449			
Assumed Savings Target		140	148	310			
Surplus / (Shortfall)		77	83	140			

Low risk savings assumed to be delivered at 100%

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Sport Grounds Improvement Works	30,000	0	0	0	30,000	0	This project is currently out to tender.
Selby Park Improvement Work	45,000	0	0	0	45,000	0	Quotations being sought for this project.
Asset Management Plan - Leisure & Parks	2,940	0	0	0	2,940	0	IHL arranging inspection to ascertain if works are required in this financial year or can be deferred to 2018/19
Industrial Units - Road Adoption	325,000	0	0	0	325,000	0	Work towards this scheme has not yet commenced.
Portholme Road Culvert	288,734	0	0	0	288,734	0	At detailed design stage and final tender, issues were with utilities not being where plans stated. Will require going under Portholme Road and will be pushed back until after the Police move to avoid disrupting emergency traffic.
Bus Station Refurbishment	53,000	0	0	0	53,000	0	Work towards this scheme has not yet commenced.
Police Co-Location Project	413,450	0	0	0	229,708	-183,742	Approval by Executive in July 2016 up to £415k, Work is expected to start on site at the end of August with completion before Christmas. Indicative costs suggested £215k but further requirements for an office and an air conditioning unit have added to this.
Industrial Units Maintenance	47,000	0	0	0	47,000	0	Surveys being undertaken and quotations being sought.
Car Park Improvement Programme	300,000	0	0	0	300,000	0	A design brief is currently being produced.
Website Development (Webchat)	10,000	0	0	0	10,000	0	The business case for Webchat didn't not represent Value for Money. However, funding will be used for necessary changes to the website to support Digital Transformation and Channel Shift. Likely timescale End 17/18, early 18/19.
DIP System upgrade	20,000	0	0	0	20,000	0	Discussions underway with software suppliers to integrate the document management system with back office software (API) This links to the channel shift project and the development of e-forms. £20k will be committed for this project in Quarter 3
GIS System	100,000	25,000	8,735	-16,265	100,000	0	Business Case approved and project progressing with 106 GIS layers now available and the terrier maps being scanned over the summer. Delivery of the project runs through to June 2018.
Benefits & Taxation System upgrade	75,000	0	0	0	75,000	0	This links to the recommendations identified in the Revs & Bens service review and the Digital Transformation projects on channel shift. The business case has been written for channel shift with the emphasis on web forms and a customer portal. We are still waiting for costings following demos. It is the intention that this money will be committed for phase 1 of the Channel shift project by Quarter 3.
IDOX Planning System	60,000	0	0	0	60,000	0	Discussions with the Planning Service and D&S to start following the planning review recommendations report. Scoping the requirements will commence in Q2 alongside discussions with the software suppliers. The introduction of Enterprise workflow and Uniform 11 upgrade will mean that £20k will be committed in Quarter 3.

2017/18 Selby District Council Capital Programme - To 30 June 2017

Appendix C

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	
Committee Management System	18,000	0	0	0	18,000	0	Currently assessing current providers by visiting other authorities. Following this process, specification for tendering will be put together.
Northgate Revs & Bens	7,730	7,730	7,730	0	7,730	0	Completed
Electronic Payments Project	46,680	0	0	0	30,000	-16,680	Linked to the Digital Transformation project. Awaiting costings from software suppliers before completing the Business Case with recommendations. Actual costs and committed spend will be understood throughout Quarter 2
Servers - ICT Infrastructure Replacement	88,751	22,188	33,557	11,369	88,751	0	£25k has been spent on upgrading the SAN storage and £9k to increase the number of remote licences. This enables greater resilience and flexibility to our ICT Infrastructure. The remaining funding is allocated to the purchase of Microsoft Licences for which discussions are underway with suppliers.
Environmental Health System	5,000	5,000	6,000	1,000	8,000	3,000	M3 software will be upgraded in August 17 with £2000 committed. Oracle 12c upgrade for PSN compliance has been scheduled for Quarter 3 at a cost of £2000, similarly likely to overspend which can be managed through savings.
Councillor Tablets	18,340	0	0	0	19,546	1,206	PO to be raised to NYCC for tablets, small overspend to be managed from savings on other schemes.
Mobile Working Solution	249,800	0	0	0	249,800	0	£136k has been allocated to the Housing Management System Project. The remaining is secured to fund mobile working in 17/18.
Housing & Asset Management System	511,780	0	0	0	511,780	0	Intention to award and contract award letters have been sent out. The project plan is to be drawn up and meetings arranged with the preferred supplier to progress as soon as possible and prioritise applications in order to start shutting down the old system to make licence savings.
ICT - Infrastructure Costs	60,000	0	0	0	60,000	0	£40k is allocated to purchase upgraded ESXI hardware and a further £5k is allocated to replace our SAN Switch Ports in 17/18. The remaining £15k is allocated to make Infrastructure and DR improvements such as increasing the Wi-Fi connectivity.
ICT - Desktop Replacement Programme	28,990	0	0	0	28,990	0	£11k allocated to ELT for new devices which have now been implemented. Due to the age of our equipment the remaining budget is allocated to purchasing IT hardware for Officers when equipment fails during 17/18.
Private Sector - Home Improvement Loans	46,500	0	0	0	38,750	-7,750	A number of loans are being processed and expect to meet at least the forecast spend by year end.
Disabled Facilities Grants	573,958	50,000	32,716	-17,284	450,000	-123,958	The current DFG programme is expected to spend around £450k by year end. A review of the DFG service has commenced which will consider how the service can be expanded in line with the additional resources made available through the Better Care Fund.
New Build Projects	3,493,360	0	0	0	3,493,360	0	Funding available to support loans to the Housing Trust
	6,841,073	109,918	88,738	-21,180	6,513,149	-327,924	

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	
Kitchen Replacements	140,000	0	718	718	140,000	0	Contract due to progress at the end of September 2017.
Pointing Works	853,994	0	530	530	850,000	-3,994	Tender Preparation has started.
Electrical Rewires	240,000	40,000	23,662	-16,338	240,000	0	Rolling programme of works.
Bathroom Replacements	30,000	0	690	690	30,000	0	This programme is due to commence January 2018.
Asbestos Surveys	30,000	0	0	0	30,000	0	Continuation of on-going surveys.
External Cyclical Repairs (Painting & Windows)	160,000	0	0	0	160,000	0	Tender Preparation has started.
Central Heating System Replacements	545,000	25,000	14,297	-10,703	250,000	-295,000	On-going rolling programme of works - Significant savings are anticipated this year due lower than expected system failures due to a better standard of boiler being installed over the last few years.
Roof Replacements	532,650	0	1,794	1,794	532,000	-650	A new Works Officer is in place and the Leaseholder consultation process has commenced, this also links in with the pointing works budget.
Damp Works	220,000	55,000	51,060	-3,940	220,000	0	Work continues with a mix of programmed and responsive works including some prevention measures (improving ventilation).
External Door Replacements	130,000	10,000	6,770	-3,230	130,000	0	Programme being formulated
Void Property Repairs	65,000	10,000	5,780	-4,220	65,000	0	work ongoing
Fencing Programme	50,232	12,558	11,825	-733	55,000	4,768	work on going and progressing well
St Wilfrid's Court	13,000	0	0	0	13,000	0	Upgrades to the Lifeline system have not progressed.
Laurie Backhouse Court	28,000	0	0	0	28,000	0	Quotations being sought for lift upgrade
Environmental Improvement Plan	182,555	35,000	27,145	-7,855	160,000	-22,555	Schemes for improvement works being sought
Housing Development Project	53,180	53,180	34,486	-18,694	34,486	-18,694	Savings from the Byram Park Road Flats site clearance
Garage Sites	20,000	2,000	550	-1,450	20,000	0	Upgrade works on going
Ousegate Hostel	60,000	0	0	0	60,000	0	Scheme details being drawn up
Footpath Repairs	30,000	0	0	0	30,000	0	Quotations being for repairs being sought
Estate Enhancements	133,000	10,000	7,730	-2,270	133,000	0	Schemes for improvement works being sought
Phase 1 Hsg Dev. Byram / Eggborough Bungalows	981,640	500,000	480,192	-19,808	980,000	-1,640	Scheme complete for the provision of 15 bungalows in Byram & Eggborough and occupied, last valuation and retention fees left to pay.
Phase 2 Hsg Dev. Byram Park Road	1,612,000	0	5,737	5,737	1,612,000	0	Proposals being put to the Executive for this site in August.
	6,110,251	752,738	672,966	-79,772	5,772,486	-337,765	
Total Capital Programme	12,951,324	862,656	761,704	-100,952	12,285,635	-665,689	

Programme for Growth 2017/18 Project Updates - To 30 June 2017

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Towns Masterplanning	Angela Crossland	150,000	0	150,000	0	Project Brief shared with Lead Members and Leadership Team. Anticipated commissioning process August/September. Project Initiation to follow Plan Selby public consultations.
Visitor Economy	Angela Crossland	270,000	147,777	270,000	0	Projects flowing from the action plans will be subject to individual business case. Final spend on P4G fund for TdY of £151k. With some staffing mitigations, this equals a £14k increase on original £120k budget. Sherburn Festival Grant agreement in place £20k. Project Brief to produce Visitor Economy Strategy and Action Plan completed and awaiting proposal for delivery. Anticipate project initiation beginning Sept 17. Early events programmes developing outside of P4G fund. Available on SDC website and promoted through social media. Impressions analysis available.
Stepping Up' Housing Delivery	James Cokeham	50,000	0	50,000	0	Project discussed with Local Partnerships, brief developed and draft proposal submitted. Agreed with Portfolio Holder to place project on hold until appointment of new Housing & Regeneration team later in year.
Olympia Park	James Cokeham	200,000	0	200,000	0	Due diligence work on deliverability of the original site masterplan is due to conclude in early August. A briefing is booked with the Executive to present this work and outline a new approach to the site. If this is supported, this project will fund feasibility work and preparation of a significant bid to the Homes & Communities Agency through the Housing Infrastructure Fund.
Strategic Sites Masterplanning	James Cokeham	336,382	60,800	336,382	0	Final drafts received from Arup for Selby Station Masterplan, Kellingley Colliery Viability Appraisal, Portholme Road Viability Appraisal, Olympia Park Due Diligence Reports & M62 Corridor Study. Commission to be finalised, signed off and fully invoiced in August 2017. Viability Appraisal completed for Edgerton Lodge, Tadcaster. Likely project will include strategic infrastructure response to Sherburn Employment sites and match funding of Phase I of the Selby Station Masterplan with Trans Pennine Express.
Access to Employment	James Cokeham	100,000	0	100,000	0	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. A Business Forum will be established by the Council's new Senior Inward Investment Officer (started in post on 17/07/17) to fully understand the scope of the issue-this project will then fund a response (along with, it is envisaged, private sector contributions)
Green Energy	James Cokeham	50,000	0	50,000	0	This project will be developed in more detail following recent recruitment in the Economic Development team and the Head of Finance's attendance at an APSE demonstration event in Swindon on 18/07/17.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Growing Enterprise	James Cokeham	140,373	55,373	140,373	0	Match funding contributions paid to EU Leeds City Region business support programmes-Ad: Venture & Digital Enterprise. Outline design of civilization scheme on New Lane, Selby co-funded with Dransfield Properties. This project will fund small business support activity. A brief is being developed, in close consultation with the portfolio holder, by the Council's newly appointed Senior Business Advisor (started in post on 19/06/17) which will set out the scope of the project in detail. The project is also seeking to develop income streams from support provision, which may mean that delivery from this project can extend into the next financial year.
Church Fenton Studios	Dave Caulfield / James Cokeham	300,000	0	300,000	0	Sensitive liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified, but we are hopeful of development in late summer.
Business Space & Accommodation Review	James Cokeham	30,000	0	30,000	0	Project brief in development by Senior Inward Investment Officer and procurement options being discussed with the Procurement & Contracts Team. Completed project expected by February 2018.
Healthy Living Concepts Fund	Angela Crossland	50,213	0	50,213	0	Spend committed for: Holiday clubs have commenced summer 2017 with a focus on engaging parents to design adult activity and nutrition sessions as part of the programme. Selby Big Local are looking to fund the programme once outcomes from this programme are gathered. Multi-agency health action planning is currently underway. Engagement events due throughout Autumn 2017 to complete this and will identify projects for further investment. Small amount also identified to support development of a Park Run initiative.
Marketing Selby's USP	Mike James	57,914	27,585	57,914	0	First priority has been to create a series of 'case studies' that tell the story of the district. These are based on the issues businesses themselves have said are reasons for their success in the district, as well as data gathered as part of the draft Economic Development Strategy. We have 20 case studies in the initial batch, in which we focus on an existing business in the district and link this back to a specific business or quality of life issue on our list of 'key messages'. Feedback from business is that this will work best if the material sits within an independent place brand, rather than this just being linked back to the brand of the Council: this is about branding the place, rather than branding a single organisation. Creating a brand concept has, therefore, become part of the overall project. We're working on the concept of branding the area as being 'at the heart of Yorkshire', as this helps to tell the story of our connectivity (a key business attribute) as well as helping to create an emotional connection: if we're to influence perceptions then we need to develop this type of emotional connection.
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	15,000	180,000	0	Contracts are due to be awarded to approved provider from August 2017 and commencement of the project anticipated Sept/Oct 2017. This will complete the project within 2017-18. Scheme includes Tadcaster town Council funds of £80k.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Retail Experience - STEP	Angela Crossland	123,700	7,000	123,700	0	A 2 yr delivery plan will be put in place to spend this fund. Grants given to support Selby Arts Festival and Selby Food Festival. Small Business Saturday and Shop Local initiatives planned for Christmas 2017
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	115,475	0	At the May Executive Briefing it was agreed to adopt the York and North Yorkshire Empty Homes Strategy 2017-2020 and are currently working to create a local Action Plan for Selby District. A working group has been set up to help develop the action plan and membership of the group includes representation from the Executive. This group has worked to agree a number of key principles in relation to how to target empty homes; the support to offer owners of empty properties, and what enforcement action will be considered. Whilst this work is on-going and whilst we continue to finalise the action plan our Empty Homes Officer is visiting all empty properties to undertake an assessment of the type of property and the condition of the property. This will enable us to target support and enforcement action accordingly. The Empty Homes Officer is a new role that was created during the recent restructure to drive forward the work on empty homes and an appointment made to this role. Once the action plan proposals have been finalised, they will be presented to executive for approval.
Selby District Housing Trust	Julie Slatter / James Cokeham	30,000	0	30,000	0	This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure. The scale of ambition in the emerging Housing Development Programme (to be discussed at Executive Briefing in August) will clarify the resource implications for SDHT and the use of this recurring annual budget.
Sherburn All-Weather Pitch	Angela Crossland	200,000	190,000	200,000	0	Project completed. Awaiting completion certificate then final grant award will be given.
		2,384,057	503,535	2,384,057	0	

Selby District Council

REPORT

Reference: E/17/24

Item 10 - Public



To: Executive
Date: 7 September 2017
Status: Key Decision
Report Published: 30 August 2017
Author: John Raine, Head of Technical Finance
Executive Member: Cllr Cliff Lunn, Executive Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Treasury Management – Monitoring Report for Q1

Summary:

This report reviews the Council's Treasury Management Activity for the 3 month period 1st April 2017 to 30th June 2017 (Q1) and presents performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

Investments – The Bank of England cut Bank Rate from 0.50% to 0.25% in 2016 and it is expected to remain at its current level for the remainder of 2017/18. Investment returns of 0.52% have been achieved in the first quarter. High balances are supporting the interest earned budget and income is forecast to exceed budget by £25k.

Borrowing – the council has long term borrowing of £60.3m at 30th June 2017. Interest payments of £2.5m are forecast for 2017/18 (£0.1m allocated to the General Fund; £2.4m to the Housing Revenue Account).

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 Councils treasury activities for Q1 and approve the report.**

Reasons for recommendation

To comply with the CIPFA Code of Practice for Treasury Management, the Executive is required to receive and review regular Treasury Management Monitoring Reports.

1. Introduction and background

1.1 Local Government Treasury Management is governed by the CIPFA Code of Practice and in this context is the management of the Council's cash flows, its banking and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. The Council has adopted the Code and complies with its requirements.

2. The Report

2.1 The Council's treasury advisors Capita Asset Services – Treasury Solutions summarised the key points associated with economic activity in Q1 2017/18 up to 30th June 2017:

- The economy showed signs of accelerating again;
- There was an intensifying squeeze on household earnings;
- There was an increase in MPC members voting to raise interest rates;
- A snap General Election delivered a hung Parliament;
- Face to face negotiations with the EU began.

Interest Rate Forecasts

2.2 The interest rate forecasts (last update 7th August 2017) of Capita are as follows:

<i>Date</i>	<i>Bank rate</i>	<i>5 year PWLB*</i>	<i>10 year PWLB*</i>	<i>25 year PWLB*</i>	<i>50 year PWLB*</i>
Current rates	% 0.25	% 1.30	% 2.00	% 2.70	% 2.40
Sept 2017	0.25	1.40	2.10	2.80	2.60
March 2018	0.25	1.60	2.30	2.90	2.70
Sept 2018	0.25	1.70	2.40	3.00	2.80

* Net of certainty rate 0.2% discount

2.3 The Monetary Policy Committee (MPC) cut the Bank Rate to 0.25% on 4th August 2016 in order to counteract a forecast sharp slowdown in growth in the second half of 2016, however, growth has been robust. Furthermore, CPI inflation has risen substantially as a result of the sharp fall in the value of sterling since the referendum. Consequently, Bank Rate has not been cut further.

2.4 Market attention has now switched to whether the MPC could vote to reverse the cut, before embarking on a progressive trend of increases in Bank Rate at a later time when the economic and political situation is more robust to withstand such increases. However a first increase is not anticipated until the second quarter of 2019 after Brexit negotiations have been concluded. If domestically generated inflation (from wage increases within the UK) were to emerge, on the other hand, then the pace and timing of increases in Bank Rate could be brought forward.

Investments

2.5 The investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, the Council's Annual Investment Strategy and Lending List has been aligned to that of NYCC.

2.6 NYCC only invests in highly credit rated institutions using the information from Capita Asset Services. The approved limits within the Annual Investment Strategy were not breached during the first three months of the year.

2.7 The Council's investment activity in the NYCC investment pool up to Q1 2017/18 was as follows:

- Balance invested at 30 June 2017: £40.5m
- Average Daily Balance 2017/18 up to 30 June 2017: £42.3m
- Average Interest Rate Achieved up to 30 June 2017: 0.52%

2.8 Based on the low bank rate, NYCC's current target for investment returns is 0.4%. Interest rates have remained low throughout 2017 to date and the average rate of 0.52% is above the target. In addition the Council's cash balances remain high which is supporting the interest earned budget.

2.9 The Council's budget and current forecast for interest income is as follows:

	Budget	Current Forecast
General Fund	£100k	£125k
Housing Revenue Account	£25k	£25k
Total	£125k	£150k

2.10 The Approved Lending List for the NYCC managed investment pool as at 30th June 2017 is attached as **Appendix A**.

Debt and Borrowing

2.11 The Council's outstanding external debt at 30th June 2017 is as follows:

- PWLB: £53.8m
- Money Market Loans: £6.5m
- Total debt: **£60.3m**
- Average interest rate: 4.19%

2.12 It is a statutory duty for the Council to determine and keep under review its 'Affordable Borrowing Limits'. The Council approved Borrowing Limits (including £1.0m for leases) are as follows:

- Operational Borrowing Limit: £76.0m
- Authorised Borrowing Limit: £81.0m

2.13 A list of the Council's approved Prudential Indicators are shown in **Appendix B**. Officers can confirm that the Prudential Indicators were not breached during Q1.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 As set out in the report.

Impact Assessment

3.3 There are no equality impacts as a result of this report.

4. Conclusion

4.1 Whilst the bank rate remains low, investment returns continue to be depressed although high cash balances are supporting the interest earned budget. Based on current performance and future interest rate projections, interest earned is forecast to exceed budget by £25k although this will be kept under review as the year progresses.

4.2 The Council operated within its approved borrowing limits over the last quarter and prudential indicators were not breached.

5. Background Documents

None

Contact Details

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Appendices:

Appendix A – NYCC approved lending list as at 30th June 2017
Appendix B – Prudential Indicators as at 30 June 2017

NYCC Approved Lending List as at 30th June 2017

Maximum sum invested at any time (the overall total exposure figure covers both Specified and Non-Specified investments)

	Country	Specified Investments (up to 1 year)		Non-Specified Investments (> 1 year £20m limit)	
		Total Exposure £m	Time Limit *	Total Exposure £m	Time Limit *
UK "Nationalised" banks / UK banks with UK Central Government involvement					
Royal Bank of Scotland	GBR	85.0	364 days	-	-
Natwest Bank	GBR				
UK "Clearing Banks", other UK based banks and Building Societies					
Santander UK plc (includes Cater Allen)	GBR	40.0	6 months	-	-
Barclays Bank	GBR	75.0	6 months	-	-
Bank of Scotland	GBR	75.0	6 months	-	-
Lloyds	GBR				
HSBC	GBR	30.0	364 days		
Goldman Sachs International Bank	GBR	40.0	6 months		
Nationwide Building Society	GBR	40.0	6 months	-	-
Leeds Building Society	GBR	20.0	6 months	-	-
High quality Foreign Banks					
National Australia Bank	AUS	20.0	364 days	-	-
Commonwealth Bank of Australia	AUS	20.0	364 days		
Canadian Imperial Bank of Commerce	CAN	20.0	364 days	-	-
Deutsche Bank	DEU	20.0	Temporarily suspended	-	-
Nordea Bank Finland	FIN	20.0	364 days	-	-
Credit Industriel et Commercial	FRA	20.0	6 months	-	-
BNP Paribas Fortis	FRA	20.0	6 months	-	-
Nordea Bank AB	SWE	20.0	364 days	-	-
Svenska Handelsbanken	SWE	40.0	364 days	-	-
Local Authorities					
County / Unitary / Metropolitan / District Councils		20.0	364 days	5.0	2 years
Police / Fire Authorities		20.0	364 days	5.0	2 years
National Park Authorities		20.0	364 days	5.0	2 years
Other Deposit Takers					
Money Market Funds		20.0	364 days	5.0	2 years
UK Debt Management Account		100.0	364 days	5.0	2 years

Based on data from 8th July 2017

Prudential Indicators – As at 30 June 2017

Note	Prudential Indicator	2017/18 Indicator	Quarter 1 Actual
1.	Mid Year Capital Financing Requirement £'000	59,019	59,009
	Gross Borrowing £'000	59,561	59,333
	Investments £'000	38,100	50,059
2.	Net Borrowing £'000	21,461	19,333
3.	Authorised Limit for External Debt £'000	81,000	79,000
4.	Operational Boundary for External Debt £'000	76,000	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%	1.66%
	1 Year to 2 Years %	20%	0%
	2 Years to 5 Years %	50%	10.77%
	5 Years to 10 Years %	50%	0%
	10 Years to 15 Years %	50%	0%
	15 Years and above %	90%	87.57%

Notes to the Prudential Indicators

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

APPENDIX B

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

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Selby District Council

REPORT

Reference: E/17/25

Item 11 - Public



To:	Executive
Date:	7 September 2017
Status:	Non key decision
Report Published:	30 August 2017
Author:	Karen Iveson, Chief Finance Officer
Executive Member:	Cllr Cliff Lunn, Lead Member for Finance & Resources
Lead Officer:	Karen Iveson, Chief Finance Officer

Title: Medium Term Financial Strategy

Summary:

This report presents an update to the Medium Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council later this month.

The key assumptions that underpin the strategy have been updated - Policy Review Committee members will be consulted prior to Council considering it later in September.

The MTFS identifies risk and uncertainty around business rates retention and on-going reductions to Government funding (Revenue Support Grant and New Homes Bonus) for the General Fund and on-going reductions to HRA rents as the key issues for the Council. The MTFS confirms the Council's strategic approach to reducing its base revenue budget and investing 'one-off' or finite resources to stimulate local economic growth and achieve sustainable income through Council Tax and Business Rates growth.

The MTFS also sets out the Council's reserves strategy which seeks to set aside sums to cover known commitments and cover financial risk as well as earmarking resources to support delivery of the Council's Corporate Plan.

Taking into account prudent forecasts in Business Rates income,

alongside our on-going savings plans, a target net General Fund revenue budget of £10.5m and £11m for the HRA are proposed for the 2018/19 budget, which includes a savings target of £1.2m.

The MTFs highlights the potential for New Homes Bonus and additional business rates receipts and confirms, subject to delivery of required savings, funding to support the 'Programme for Growth'. An indicative sum of £10m is potentially available to extend the programme from April 2017 and proposals will be considered as part of the forthcoming budget round.

Recommendations:

The Medium Term Financial Strategy be submitted to Council for approval;

Reasons for recommendation

To set the framework for the 2018/19 budget and 2018 – 2020/21 Medium Term Financial Plan.

1. Introduction and background

- 1.1 The Council's latest Medium Term Financial Strategy was approved by full Council in September 2016 – this report presents an update taking into account changes to the key assumptions within the strategy. The draft MTFs including associated appendices is attached at **Appendix 1**.
- 1.2 The strategy covers both the General Fund and HRA to provide a holistic view of the Council's finances.
- 1.3 Comments on the MTFs will be invited from Policy Review Committee members prior to consideration by full Council.

2. The Report

- 2.1 The attached update paper models the Council's revenue budgets over the next 10 years although major risk and anticipated changes within the financing system mean that meaningful future forecasting is extremely difficult. A mid-range forecast is the scenario that is proposed as the basis for the budget round for 2018/19.
- 2.2 Significant changes to the Business Rates Retention Scheme were previously anticipated following the Government's announcement that in future 100% of Business Rates will be retained by Local Government and Revenue Support Grant will be phased out. However since the General Election, plans for 100% rates retention are

uncertain and we await further information on the proposals to review the mechanism for distributing Local Government funding (The Fair Funding Review).

- 2.3 In the absence of any other indication for future settlement funding, the MTFS takes account of the multi-year settlement offer confirmed earlier this year, which sees settlement funding reducing by around £1m by 2019/20.
- 2.4 For the HRA the MTFS models the on-going 1% reduction in housing rents (2018/19 being the 3rd year of the Government's 4 year reduction plan).
- 2.5 The MTFS mid-case scenario assumes a Council Tax rise of £5, which is in line with the Government's assumptions for Selby and the current approved strategy.
- 2.6 The Council's approach to the management of its reserves is also re-confirmed in the MTFS – earmarking resources to cover commitments, manage risk and support growth, with £1.5m retained as a minimum general working balance for both the General Fund and HRA.
- 2.7 Based on the assumptions updated within the MTFS, taking the forecast resources available and assuming costs are contained within the net revenue budget, savings of £2m p.a. (General Fund and HRA) are still anticipated by 2019/20. £1.1m will be required from the Business Rates Equalisation Reserve to support the General Fund revenue budget whilst these savings are delivered.
- 2.8 In-year HRA surpluses are transferred to the Major Repairs Reserve to support enhancements to the Council's housing stock although reductions to rent levels will mean diminishing resources available for investment.
- 2.9 Whilst revenue resources are challenging, capital receipts remain relatively buoyant which will enable the Council's General Fund capital programmes to be sustained as we consider opportunities to further invest in housing related schemes alongside reserve programmes to improve our asset base and ICT systems – improving outcomes for citizens and in turn delivering internal efficiencies.
- 2.10 The MTFS concludes with proposals to extend the Programme for Growth – economic growth is fundamental to achieving financial sustainability for the Council and therefore a careful balance needs to be struck between savings and investment. We will continue to strive for more efficient and effective services to deliver financial capacity for investment in economic growth – replacing central government funding with more sustainable cash returns.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

None as a direct result of this report.

3.2 Financial Issues

3.2.1 The financial issues are highlighted within the body of the report. Based on the updated key assumptions within the paper, the target net revenue budget for 2018/19 is £10.2m (after savings and a contribution from the Business Rates Equalisation Reserve) for the General Fund and £11m for the HRA.

3.2.2 The current savings plan (General Fund and HRA) for 2018/19 totals approximately £1.2m (i.e. £0.3m in addition to the £0.9m target for 2017/18). Plans are in place to deliver the target and progress during 2017/18 is broadly on track.

3.3 Impact Assessment

3.3.1 There are no equality impacts as a result of this report – individual savings ideas will be subject to assessment as they are brought forward for consideration/implementation.

4. Conclusion

4.1 The key assumptions which underpin the MTFs have been updated based on the latest intelligence available however there remains much uncertainty around public sector finance.

4.2 There remains risk within the Business Rates retention scheme and at this stage a cautious stance has been taken renewable energy receipts from 2018/19 onwards.

4.3 For the HRA the MTFs models the on-going 1% reduction in housing rents.

4.4 There is also uncertainty over New Homes Bonus, the economic situation, income generation and delivery of savings. The Council's longer term financial position is heavily reliant upon resources keeping pace with inflation and costs being contained within base budget.

4.5 Currently, New Homes Bonus is crucial to our financial resilience and to our capacity to invest in Selby District. Our longer term forecasts assume a reduction in New Homes Bonus of circa £1m p.a. and whilst this remains a bonus scheme and therefore not part of the Council's core funding it is assumed that £880k p.a. continues to support the Programme for Growth. Although NHB could be wholly diverted to the revenue budget if savings fall short of target.

- 4.6 The target net revenue budget for 2018/19 is £10.2m (after savings and a contribution from the Business Rates Equalisation Reserve) for the General Fund and £11m for the HRA. This requires savings of £1.2m for the year. Over the next 2 years this requirement is expected to rise to £2m p.a. In addition £1.1m will be required from the Business Rates Equalisation Reserve to support the General Fund revenue budget whilst these savings are delivered.
- 4.7 Additional income from Council Tax and Business Rates as a result of our investment in economic growth will help to bridge the funding gap in the long term but in the meantime we must strive to be as efficient as possible and additional savings targets are proposed. We will need to keep this under review as the future for Local Government funding becomes clearer.
- 4.8 The on-going risk to the Council's General Fund and HRA funding means that a careful balance between savings and investment will need to be struck. The significant receipts from Business Rates income mean that the Council has the financial capacity to invest further in economic growth within the district and plans for the use of these funds will be drawn up for approval by councillors over the coming months.

5. Background Documents

Approved MTFS September 2016
Approved Budget February 2017

Appendices

Appendix 1 - Medium Term Financial Strategy Update September 2017

Contact Details

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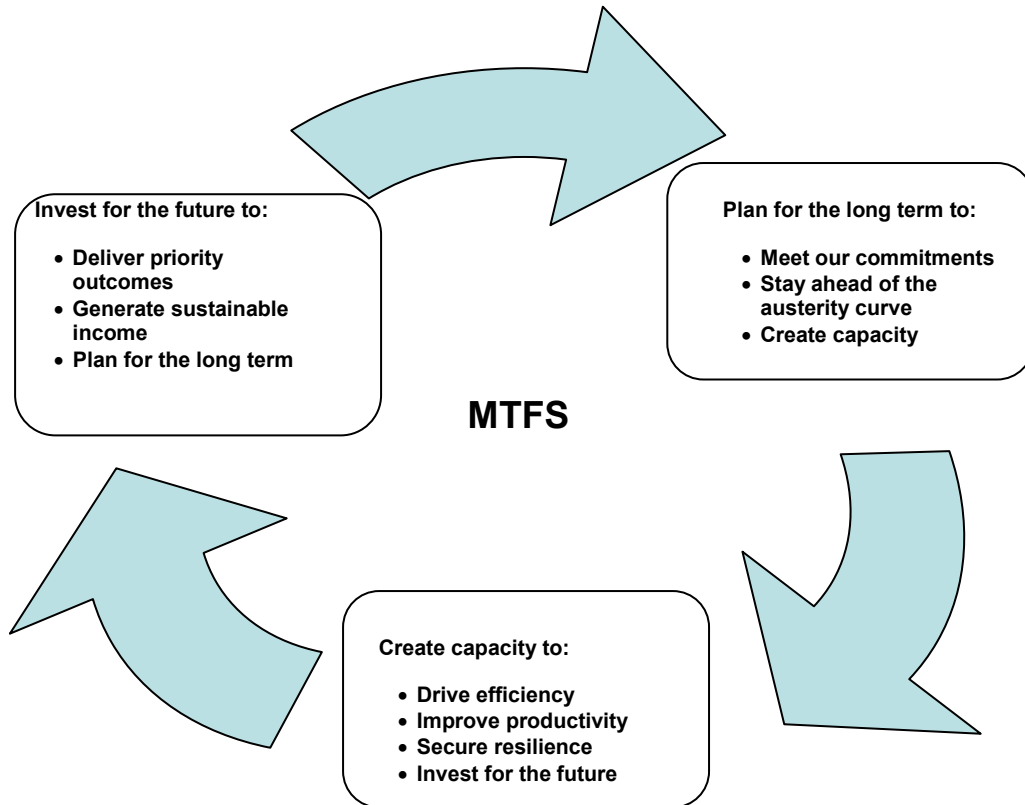
Selby District Council

Medium Term Financial Strategy Update September 2017

1. Introduction and Background

- 1.1 This paper presents an update to the General Fund Medium Term Financial Strategy approved by Council in September 2016 along with an overview of the Housing Revenue Account. It considers the budget pressures and issues facing the Council over the next 3 years and beyond. It provides the framework for the forthcoming budget round and the longer term outlook to inform funding and investment decisions. A refresh of the full HRA Business Plan is in progress and this strategy will provide the financial framework for this work.
- 1.2 At this stage the impacts of the UK's exit from the European Union, on public sector finances are still not clear. The Government abandoned its target to achieve a surplus by 2020 in the 2016 Budget but with plans to move to 100% business rates retention now shelved following the General Election in June 2017, we await the outcome of the consultation on the fairer funding review to throw further light on the outlook for public sector finances.
- 1.3 As this strategy is being written, the outlook for the devolution agenda remains uncertain and at this stage the financial implications of devolution for Selby are not known and therefore cannot be taken into account in this refresh. It will be important to understand the on-going implications as part of any future decisions on forming a combined authority with other partners should this ultimately be an option.
- 1.4 Against this backdrop the key drivers for the financial strategy remain unchanged as the pressure on Local Government finance continues. Whilst there is talk that austerity is over, until this is evident in funding settlements for Local Government, we must assume that austerity in some form will continue.
- 1.5 In 2015/16 we launched a new Corporate Plan and with it the Council's priorities for the 5 years to 2019/20. The Council has a clear and ambitious growth agenda – aiming **to make Selby a great place to do business, enjoy life and make a difference whilst delivering great value**. The financial strategy aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives.
- 1.6 With this refresh comes the emphasis on financial self-sufficiency as our economic growth agenda takes shape. This strategy aims to secure the resources necessary to deliver the Corporate Plan, whilst

managing the funding cuts we are facing – ultimately over the long term achieving a self-sustaining financial model which sees the Council free from reliance on central government funding by raising income locally through Council Tax and Business Rates as well as through charging appropriately for services and maximising its investments.



- 1.7 To support this paper and due to the significant volatility within the General Fund, three scenarios ('best', 'mid' and 'worst' case) for the General Fund and a separate mid-case only, forecast for the HRA have been modelled over the 10 years from 2018/19 to 2027/28 and are attached at **Appendix A**. More detailed best and worst case scenarios will be modelled for the HRA when the whole HRA Business Plan is refreshed later this year. The mid-case scenarios are the proposed as the frameworks for the forthcoming budget. However, given the uncertainty for public sector finances, we remain ready to cope with a worst case scenario whilst staying focussed on our Corporate Plan objectives - using our strong financial position to carefully balance savings and investment.

2 Update on financial assumptions

Economic Assumptions

Interest Rates

- 2.1 The bank base rate was cut by 0.25% to 0.25% on 4 August 2016 and has remained at this all-time low to date. In the latest forecasts received from Capita (the Council's treasury management advisors) the bank rate is projected to remain flat at 0.25% through to June 2019 when a rise to 0.50% is predicted followed by a further rise to 0.75% in December 2019. Forecast returns have been updated to reflect this latest profile.
- 2.2 The approved strategy includes provision for a £300k cap on the amount of investment interest used to support the revenue budget and as a result of the on-going low rates it is anticipated that this will not be reached until 2022 at the earliest:

	2017/18	2018/19	2019/20	2020/21
Average rate %	0.5%	0.5%	0.65%	1.00%
GF Interest £000's	125	125	170	200
HRA Interest £000's	25	25	40	50
Total Interest £000's	150	150	210	250

2017/18 Quarter 1 Treasury Management Report

- 2.3 Rates will be kept under review and forecasts updated as necessary.

Inflation

- 2.4 As at June 2017 CPI inflation was running at 2.6% in contrast to average weekly earnings which rose by 1.8% in May. The Bank of England forecast CPI to begin to decline through 2018 and 2019 to just above their 2% target. However, it remains to be seen how the UK's exit from the European Union will impact on the outlook for the economy and inflation. Given the continued cuts to central Government funding, the MTFs assumption on inflation has been maintained at 2% although a provision for inflation will only be provided on contractual budgets, which builds in a level of risk mitigation. Relatively minor price rises above this level will be managed within the overall net budget.

General Fund Assumptions

Settlement Funding

- 2.5 This element of funding has seen the most significant changes in recent years following the localisation of Business Rates and Council Tax Support.
- 2.6 The 2017/18 Local Government Finance Settlement provided figures for Settlement funding through to 2019/20. Settlement Funding

Appendix 1

includes Revenue Support Grant (RSG), Business Rates Baseline Funding (BRBF) and in addition Rural Services Delivery Grant (RSDG) and Transitional Grant (TG) were included in the settlement:

Local Government Finance Settlement February 2017	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's*
RSG	1,756	1,121	593	265	0	0
BRBF	2,232	2,250	2,294	2,362	2,454	2,503
Tariff adjustment					-100	-102
SFA	3,988	3,371	2,887	2,627	2,354	2,401
RSDG	0	134	108	83	108	0
TG	0	11	11	0	0	0
Total	3,988	3,516	3,006	2,710	2,462	2,401

**Multi-Year Settlement runs to 2019/20 – 2020/21 Estimated*

- 2.7 The settlement shows a funding reduction of approximately £1.5m from 2015/16 to 2019/20 with RSG being completely phased out over the period.
- 2.8 The Government has provided a multi-year settlement (2017/18 – 2019/20) to Local Authorities although has reserved the right to alter the figures due to unforeseen circumstances or 'shocks' in the system. The strategy assumes that the settlement stands but clearly this presents a risk.
- 2.9 The Government has now shelved plans for Local Government to retain 100% of Business Rates in future. The Government's 'Fair Funding Review' is still expected to move forward but without an agreed mechanism to redistribute resources there is the potential for further uncertainty and risk.

Business Rates Retention

- 2.10 The current approach to Business Rates Retention income is to set aside gains above our baseline funding (per settlement) into the Business Rates Equalisation reserve to off-set potential future losses. A rolling balance of 3 years cover down to the safety net plus funds to back fill planned savings will be maintained in this reserve. Balances above this level will be available for investment.
- 2.11 The Council is currently at the 'safety net' for the purposes of rates retention but in receipt of a large windfall from renewable energy (in excess of £7m p.a. in 2017/18). Whilst the current Business Rates system remains, it is anticipated that this financial situation will continue until the system is reset, although the date of reset is not yet confirmed.

Appendix 1

- 2.12 It is inconceivable however, to expect that large windfalls from developments such as the bio-mass conversion of Drax Power Station will be sustained going forward and therefore we will continue to adopt a cautious approach and treat this funding as 'one-off' and only commit funding once it has been confirmed.
- 2.13 Our forecasts take account of the 2017 revaluation and latest intelligence on appeals:

Business Rates Income	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Safety-Net	2,081	2,122		
Transfer from BRER	169	172		
= Baseline	2,250	2,294	2,362	2,354
Assumed growth	0	400	600	612
Renewable Energy/Surplus*	7,580	0	0	0

** If the approach to renewable energy continues this surplus could be achieved year on year.*

- 2.14 These forecasts do not include any provision for new significant appeals or closures (e.g. one of the power stations operating in the district) and therefore they should be treated with extreme caution. In accordance with our savings plan, they include a modest element of growth as a result of our investment in local economic development through the Programme for Growth. Any additional growth will be factored into our plans once a clear trend can be established and decisions on future allocations will need to be taken in light of the overall funding available and risk at that time.

New Homes Bonus

- 2.15 New Homes Bonus (NHB) is an incentive scheme which rewards housing growth. The scheme is funded partly by the Government and also by top-slicing the Local Government funding settlement. Selby achieved £2.4m p.a. when the scheme reached maturity for 2016/17 (year 6 of the scheme).
- 2.16 The approved strategy provides that £880k p.a. is used to support the Programme for Growth A new Programme was established as part of the refresh of the Council's Corporate Plan and the current budget assumes that £880k p.a. continues to be transferred to reserves whilst NHB income continues, although funds have not been allocated to projects beyond those approved up to 2017/18. The approved MTFS also assumes that receipts above £880k p.a. are used to support the revenue budget.
- 2.17 The Government's evaluation of NHB and consultation early in 2016 resulted in it being scaled back. The mid-case shows NHB reducing to approximately £1.5m p.a. in 2018/19:

Appendix 1

New Homes Bonus	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Year 1	445				
Year 2	435				
Year 3	303	303			
Year 4	542	542			
Year 5	353	353	353		
Year 6	368	368	368	368	
Year 7		400	400	400	400
Year 8			408	408	408
Year 9				416	416
Year 10					424
Total	2,446	1,966	1,529	1,592	1,648

- 2.18 Given the uncertain nature of NHB it is not advisable to rely too heavily on this to support the revenue budget and therefore the mid-case scenario assumes that the anticipated reductions impact on the allocation to the revenue budget in the first instance. This should allow a managed reduction in resources and help to mitigate the risk of loss should the scheme ultimately be brought to a close.
- 2.19 This effectively protects the contribution to the Programme for Growth which is important to facilitate investment in local economic growth and income generation. Subject to the overall balance of resources this could be flexed to help manage the savings plan if required, being mindful of the risk to these resources in the longer term. However for the purposes of the mid-case scenario the NHB resources are assumed to be allocated as follows:

NHB	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
P4G	880	880	880	880	880
GF	1,566	1,086	649	712	768
Total	2,446	1,966	1,529	1,592	1,648

- 2.20 Growth in receipts above these levels is assumed to be allocated to the Programme for Growth.

Special and Specific Grants

- 2.21 The Council is in receipt of a number of additional grants for 2017/18 which may continue into the future. For 2017/18 the Local Government Finance Settlement included the following which are assumed to continue to 2020 in line with the multi-year finance settlement:

	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
New Burdens – Neighbourhood Planning	5	5	5	0
New burdens – CTS Admin	78	78	78	0
New Burdens - Smoke & Carbon Omission Alarm	1	1	1	0
Total	84	84	84	0

- 2.22 Future funding is dependent upon the outcome of the new Business Rates Retention system - beyond 2020 it is assumed that these will be rolled into Business Rates funding. These grants are not ring-fenced.

Council Tax

- 2.23 A Council Tax Base of 30,456 is estimated for 2017/18 with a 1% rise forecast thereafter included in the Council's current Medium Term Financial Plan. Every 0.5% increase above this level would add approximately 150 Band D equivalents to our Tax Base which equates to around £25k p.a. at the current Band D charge (£170.24).
- 2.24 The Chancellor's announcement on the Final Local Government Finance Settlement included provision to allow district councils with a Band D charge of less than £250 to increase their Band D charge by £5 without triggering a referendum and a £5 p.a. increase has been factored into the Government's settlement assumptions for Selby.
- 2.25 A £5 increase equates to an increase of around 3% or 10p per week for 2018/19 and 2019/20. A 1.99% rise has been modelled for 2020/21:

	2017/18	2018/19	2019/20	2020/21
Tax Base with 1% growth	30,456	30,760	31,068	31,379
Band D Charge £	170.24	175.24	180.24	183.83
% Increase	3.03	2.94	2.85	1.99
Council Tax Income £000's	5,185	5,390	5,600	5,768

Council Tax Support Grant for Parishes

- 2.26 In accordance with the approach adopted in the current Medium Term Financial Plan, it is assumed that support for parishes will continue to 2018/19 by which time Tax Base growth will have more than compensated for the impact of Council Tax Support. The strategy forecasts the grant amount reducing in line with the reduction in the Council settlement funding (RSG/NNDR). On-going engagement will be undertaken with the Parishes to ensure that they are preparing for this change. It should be noted that Parishes are not subject to Council Tax referendum rules and consequently are able to increase their precept to meet their spending needs.

Service Income

- 2.27 The Council approved an Income Strategy in 2016 which established full cost recovery as the default for all discretionary charges unless a specific decision to subsidise has been taken. A review of fees and charges is planned as part of our savings programme and within the context of a self-sustaining financial model.

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2.28 This strategy assumes that service income raised through discretionary fees and charges will increase in line with inflation although opportunities to maximise income will be sought as part of our overall approach to savings and efficiency – currently a £200k target for additional income is included within our approved savings plan for 2019/20. Prescribed planning fees are expected to increase by 20% from 1 April 2018 - the additional income generated being used to reinvest in the service. Other grants and subsidies are assumed to remain flat – any subsequent reductions will be managed within the overall base budget/savings requirement.

2.29 The table below shows the main service related income streams:

Service Income	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Government Grants & Benefit Subsidy	17,415	17,415	17,415	17,415
Waste Collection & Recycling	1,496	1,533	1,571	1,586
Planning	964	1,145	1,147	1,148
Car Park Income	350	350	350	350
Selby Leisure Centre / Summit	298	281	280	280
Commercial Property Rental	278	283	289	295
Lifeline Private Clients	269	274	279	285
Court Fees / Summons Costs	155	158	162	165
Land Charges Search Fees	143	146	149	152
Miscellaneous Fees & Charges	152	155	158	160
Licences	130	130	131	132
NDR Collection Allowance	117	117	117	117
Total Service Income	21,767	21,989	22,048	22,086
Current Income Growth Target (per savings plan)	0	0	200	204
Total Target Income	21,767	21,989	22,248	22,290

Housing Revenue Account Assumptions

2.30 The core assumptions which impact the HRA include: inflation and interest rates; rent levels; void properties; bad debts; right to buy sales; and new build/acquisitions. The economic assumptions applied to the General Fund will also be applied to the HRA.

Dwelling Rents

2.31 2018/19 will be the 3rd year of the Government's 4 year plan to reduce Social Housing rents by 1% year on year. This squeeze on rental income reduces the amount available to invest in improving our housing stock and new build housing. From 2020/21 a CPI + 0.5% rise is assumed.

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- 2.32 Assumptions on void properties and bad debts remain unchanged with 1% and 1% applied respectively.

Council House Sales and New Builds/Acquisitions

- 2.33 Right to buy sales are estimated at 20 per annum which accords with recent experience but such sales are sensitive to economic change and therefore these will be kept under close review.
- 2.34 New builds and acquisitions are currently forecast in line with the Council's approved Housing Development Programme (50 over the next 2 years). However proposals to extend housing delivery are currently being formulated and consequently these assumptions are subject to change. Any such change will be subject to business cases which will consider the impact on the long term financial outlook for the HRA and seek to strengthen and improve the long term sustainability/viability of the HRA.

Rent Forecasts	2017/18	2018/19	2019/20	2020/21
Number of dwellings (mid-year average)	3,050	3,055	3,045	3,025
Average Rent - Rent Restructuring £	83.22	82.39	84.03	85.72
Rent Income £000's	12,183	12,081	12,283	12,446
Void loss £000's	122	121	123	124
Provision for bad debts £000's	122	121	123	124
Net Rent Income £000's	11,940	11,840	12,037	12,197

Debt Charges Assumptions

- 2.35 Management of the Council's debt is governed by the Treasury Management Strategy and Prudential Indicators which aim to ensure the Council's capital expenditure plans are prudent, affordable and sustainable, with decisions on borrowing taken in light of spending plans and available funding, cash flow needs and interest rates (current and future forecasts).
- 2.36 Borrowing enables the Council to spread the cost of capital expenditure over time. Generally speaking it gives rise to 2 charges against the revenue budget: Minimum Revenue Provision (MRP) and interest payable on debt.
- 2.37 MRP is an amount set aside to repay debt in accordance with the approved policy within the Treasury Management Strategy. As part of

the overall savings plan, the Council has maximised General Fund MRP set aside by applying some of the business rates windfalls received. This voluntary set-aside has delivered a corresponding annual revenue saving.

- 2.38 A small amount of MRP charge remains within the General Fund relating to the cost of the 'fit-out' of the Summit which is covered by the trading concession fee received from 'Inspiring Healthy Lifestyles' – this arrangement aims to ensure that the facility remains sustainable by maintaining financial capacity to replace the interior at the end of the 10 year contract should this be required.
- 2.39 The majority of debt charges fall on the HRA as a result of taking on circa £60m of central government debt when the previous HRA subsidy system was abolished in April 2012. MRP is £1.26m p.a. and current interest payable is £2.413m p.a. The amount of borrowing allowable within the HRA is subject to a 'debt cap' of circa £65m – based on current borrowing requirements there is currently approximately £5m available for new borrowing.
- 2.40 The current environment of low returns on cash investments means that it is more favourable to borrow internally (i.e. use available cash earmarked for future spend) than take out new external borrowing. This will be kept under review as part of monitoring the Council's Treasury activities.

Reserves and Balances Assumptions

General Balances

- 2.41 In accordance with the current strategy it is assumed that General balances are **not** used to support the revenue budget.
- 2.42 General Balances remain funding of last resort. The approved minimum working balance is £1.5m for both the General Fund and HRA and resources will be managed to maintain this level over the medium to long term.

Earmarked Reserves

- 2.43 The following has been extracted from the current approved MTFs and updated with the latest available intelligence – it sets out the rationale for each reserve. It should be noted that this assumes the reserves applied to fund the Pension Deficit payment in 2016/17 are replenished from the Business rates windfall received in 2017/18:

Earmarked General Fund Reserves

A review of major earmarked reserves suggests:

- PFI – Based on current forecasts and following an additional lump sum contribution in 2016/17, there is now sufficient balance in this reserve to cover future commitments. The on-going adequacy of this reserve is kept under review in light of interest rates and inflation. Any necessary increases in contributions will form part of the revenue budget and will be funded as a commitment before further service growth is considered.
- ICT Replacement – £141k p.a. General Fund (£150k less £9k saving from the Better Together ICT service) and £50k p.a. HRA contributions are planned to sustain this important reserve, which provides the financial capacity to upgrade and replace our ICT infrastructure, hardware and systems in accordance with our approved ICT Strategy. The use of ICT to support the Council's customer 'self-service' and channel shift agenda means that the financial capacity to invest in modern technologies is crucial to support future services and deliver savings – a review of the Council's ICT strategy is planned for completion in 2017/18. On-going contributions will be considered in light of the emerging strategy. Fixed contributions allow the smoothing of these irregular costs to avoid peaks and troughs in funding requirements. Spending is planned over a 10 year period allowing for known upgrades and system replacements.
- Asset Management - £130k p.a. plus £22k p.a. for the Summit Indoor Adventure, is transferred into this reserve to cover our commitments to maintaining our built assets. Major surfacing works to the Council's car parks are planned with £900k committed from this reserve over the next 3 years leaving balances significantly depleted. An update to the assessment of works required to maintain our assets over the coming 10 years will be done as part of the next Asset Management Strategy refresh. In the meantime it is proposed that contributions be increased to £200k p.a. pending a more detailed view of future spending needs.
- Special Projects Reserve - £880k of New Homes Bonus and excess business rates income beyond that required for the Business Rates Equalisation Reserve (see above) are used to top up this reserve for the Council's 'Programme for Growth'. However, **it must be stressed that the use of NHB and Business Rates resources to fund growth is wholly dependent upon achieving the revenue savings targets set.**
- Affordable Housing (s106 commuted sums) – a ring-fenced reserve to support new affordable housing delivery with restrictions on use and requirements to spend within a given timescale. The reserve

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receives any in-year s106 affordable housing commuted sums which are then applied to our affordable homes programme aiming to deliver more homes 'off-site' than could have been delivered through 'on-site' provision.

- Discretionary Rate Relief – this reserve was established with £300k from the 2012/13 General Fund revenue surplus. Future contributions could come from excess Business Rates income subject to availability and prioritising against the revenue budget and 'Programme for Growth'. A budget of £100k p.a. has been created and will be funded by this reserve – this will enable applications for relief to be considered and awarded promptly. The balance will be kept under review and topped up from in-year savings if required.
- Business Development – the need for on-going savings and efficiencies to achieve the Council's objectives remains a key priority. This reserve provides up-front investment for service improvements and efficiency initiatives, to support the Council's savings plan – in particular commercialisation and income generation. The reserve will be topped up from in-year surpluses, if any, subject to other reserve priorities.
- Pension Equalisation – this reserve receives contributions which provide capacity within the General Fund revenue budget for a rise in employer pension contributions following each triennial valuation. However, the Council has reduced its historic pension fund deficit with a one-off lump sum payment of £9.4m in 2016/17, and therefore it is recommended that contributions to this reserve are reduced to £100k p.a. This reserve will be reviewed again in light of the next triennial valuation due in 2019.
- Business Rates Equalisation – this reserve was created in 2012/13 in anticipation of localised Business Rates and the funding risk inherent within the scheme. The current strategy assumes that any excess Business Rates above our baseline are transferred into this reserve to mitigate any funding shortfalls prior to the safety net being reached.

For the purposes of rates retention and whilst receiving the large cash windfalls from renewable energy, the Council is at the safety net and is expected to be so until the system is reset (date not known). Given the anticipated changes to the rates retention scheme and on-going Local Government funding cuts, last year's MTFS refresh recommended that 3 years' worth of safety net be held as a minimum balance plus a further £2.4m to back-fill savings targets and the rest will be transferred to the Special Projects (Programme for Growth) Reserve. This policy will be maintained for 2018/19.

- Local Plan Reserve – delivery of a district wide local plan requires a significant and sustained resource input over a relatively long period of time, which can put pressure on in-year budgets when peaks in work occur. £355k was earmarked in 2015/16, with a further £145k from the revenue budget in 2016/17 and then £50k p.a. set aside thereafter.
- Contingency – this reserve provides resources to cover unforeseen issues beyond those that can be accommodated by in year contingency budgets – for example significant planning appeal costs. The reserve is topped-up using year-end surpluses if available and required.

Housing Revenue Account Reserves

- Major Repairs Reserve – this reserve provides the resources to manage the condition of the Council’s housing stock over the long term. It receives depreciation charges along with any in-year surpluses generated through the HRA.

Capital Reserves

- Useable Capital Receipts – generated through the sale of Council assets (General Fund and HRA). The Council’s Asset Management Strategy sets out our approach to assets, including review of assets for disposal. These receipts can only be used to fund capital expenditure and are allocated in light of our capital investment plans.
- Retained housing receipts – receipts generated from right to buy sales over and above the Government’s assumptions following extension of right to buy discounts can, subject to terms and conditions, be retained for re-investment in new homes.

2.44 A forecast of reserve balances is set out at **Appendix B**.

3 Revenue Budget Outlook 2018/19 to 2020/21

Costs

- 3.1 It is assumed that on average costs will increase in line with inflation. Whilst cuts in general grant continue, demand led cost pressures must be contained within the net revenue budget. The strategy assumes that such cost pressures are managed within the overall base budget and therefore any proposed cost increases must be covered by equivalent savings elsewhere.
- 3.2 The single largest cost to the Council is its employees. In 2017/18 the Council’s payroll budget is approximately £8.2m including circa £1m to

directly support the Programme for Growth. A 1% pay award is included in our budget forecasts - an increase of around £75k p.a. – although rising inflation is putting this under pressure. A corporate restructure was implemented in April 2017 and given the Council’s ambitious growth agenda (an agenda which is fundamental to the long term sustainability of our vital public services) there was a need to increase our internal capacity. However, care needs to be taken to ensure that this directly supports an increase in overall cash resources coming into the Council. In the shorter term this will require support from the Council’s reserves and the Council has approved funding through the Programme for Growth for the next 3 years.

- 3.3 The Apprenticeship Levy has also been factored into our future payroll costs – an estimated cost of around £26k p.a.

Income

- 3.4 Service related income levels are improving and helping to support our savings plan. Opportunities for growing income generation remain a priority and proposals for commercialisation will continue to be developed. A strategic review of income generation is planned as part of our savings work which will include opportunities for investment in property and/or other alternatives to achieve an income stream.
- 3.5 The windfall from Business Rates income will have a significant positive impact on our General Fund financial position at least in the short term but we will need to keep this under close review and in accordance with the previously approved MTFS and budget, it is assumed that growth above our baseline funding is transferred into the Special Projects (Programme for Growth) Reserve as it is realised.
- 3.6 Whilst the Government’s offer of a multi-year settlement provides a degree of certainty (notwithstanding the impacts of the UK’s exit from the EU) this is a diminishing proportion of overall funding. Due to the uncertainty of Business Rates and New Homes Bonus it is difficult to predict the level of resources we can expect beyond 2017/18 with confidence.
- 3.7 Housing rents are subject to the Government’s control and forecasts and include the 1% year on year reduction from 2018/19 to 2019/20. Thereafter a CPI + 0.5% rise is assumed.

Net Budget Forecast (Mid-Case)

- 3.8 The forecasted resources and revenue budgets for 2018/19 to 2020/21 including approved bids and commitments and planned savings are shown in the table below (mid-case):

General Fund	2018/19 £000’s	2019/20 £000’s	2020/21 £000’s
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Council Tax	5,410	5,620	5,789
Council Tax Collection Fund Surpluses	65	70	71
Business Rates Collection Fund Surpluses	400	600	612
Settlement Funding	2,627	2,354	2,401
New Homes Bonus	1,529	1,592	1,648
Other Grants	167	192	0
Total Resources	10,198	10,427	10,521
Net Budget Prior to Savings and BRER Contributions	11,790	12,093	12,283
Planned Savings	-996	-1,641	-1,674
Business Rates Equalisation Reserve	-377	-668	-81
Forecast Surplus/Deficit (+/-)	72	56	-88

Housing Revenue Account	2018/19 £000's	2019/20 £000's	2020/21 £000's
Dwellings Rents	11,939	11,840	12,037
Garage Rents	99	101	103
Total Resources	12,038	11,941	12,140
Net Budget Prior to Savings	10,949	11,247	10,735
Planned Savings	78	-75	-75
Forecast Surplus/Deficit (+/-) transferred to MRR	1,011	769	1,480

- 3.9 The on-going risk to the Council's funding (General Fund and HRA) means that we will need to strike a careful balance between savings and investment. We will continue to strive for more efficient and effective services and maximising income where possible and appropriate, which in turn will enable the financial capacity for investment to achieve sustainable cash 'returns' and minimise the impact on front line service outcomes and in the case of the HRA the amount available for investment in our housing stock.

4. Savings Progress

- 4.1 This MTFS emphasises the careful balance that is required between savings and investment in order to ensure the Council's finances remain sustainable. Delivering on-going efficiencies is a key part of the Council's 'Great Value' priority – being as efficient as possible and living within our means, whilst using the financial capacity created to generate long-term gains to improve outcomes for citizens.
- 4.2 Taking the proposals for Council Tax, growth, and reserve transfers and assumptions on Formula Grant, the budgeted targets for savings are £1.2m by 2018/19 and £2m by 2019/20.

- 4.3 The Council has made good progress against its savings target to date, but it is becoming increasingly difficult to achieve further savings from a reducing cost base. However, the focus on delivering planned savings must be maintained, given the importance of savings in achieving the Council's financial (and wider) objectives and to avoid the long term use of balances to support on-going spending which is unsustainable. The Council's approach to savings covers three key strands:
- **Growing** our resources through charging for services, trading externally and importantly investing in economic growth to drive growth in Council Tax and Business Rates;
 - **Transforming** our business through the use of technology and flexible working to meet citizen and customer needs;
 - **Commissioning** from and with partners to achieve shared efficiencies and reduce the demand for public sector services.
- 4.4 A number of 'technical' savings have also been delivered which involved the set-aside of one-off sums to reduce the on-going base budget – these included a £1.5m contribution to the Private Finance Initiative (PFI); £3.3m voluntary minimum revenue provision in relation to outstanding debt; and a £9.391m lump sum payment to the North Yorkshire Pension Fund to reduce employer contributions. Council agreed that resources earmarked in a number of reserves would be redirected in 2016/17 with the potential for these to be replenished in 2017/18 (subject to business rates income) – which will be done in 2017/18.
- 4.5 The General Fund savings listed at **Appendix C** total £2m, although the level of risk within the plan meant it was prudent to assume a lower level of achievement – 75% for all but low risk savings was agreed, leaving a deficit of £377k still to be covered in 2017/18 (£1.2m over the 3 years). The previous MTFS provided £2.4m to support the revenue budget pending delivery of savings. £1.8m of this was diverted towards the Pension Fund deficit in 2016/17 leaving £1.2m available to support the budget – this will be replenished in 2017/18.
- 4.6 In approving the plan and the budget the Council acknowledged that **failure to deliver the savings target would require the use of further reserves to balance the budget which would undermine the Council's long term financial resilience and therefore work to deliver and identify further savings to bridge any gap must continue.**

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4.7 In summary progress against the current plan is:

GF Savings Summary	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Assumed savings per plan	740	1,053	1,698	1,698
Delivered	680	693	707	707
Current Shortfall	80	360	991	991

HRA Savings Summary	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Savings per plan	140	148	310	310
Delivered	217	217	217	217
Current Shortfall / (Surplus)	(77)	(69)	93	93

4.8 Opportunities for additional savings will be explored as part of the forthcoming budget round.

5 Capital Programmes

- 5.1 The Council's Capital Programmes contain the 'business as usual' capital projects planned – for the General Fund these include Disabled Facilities Grants (DFGs), ICT replacements, major works to the Council's assets and loans/grants to Selby and District Housing Trust to support affordable housing delivery; and for the HRA the various enhancement works to the Council's housing stock as well as new build schemes. Expenditure is funded by earmarked reserves set aside for these specific purposes, or through capital receipts from Council House and other asset sales. For information, the approved programmes are attached at **Appendix D**.
- 5.2 There is currently around £5m available in usable capital receipts expected over next 3 years from right to buy receipts, and land/property sales. In recent years low level receipts have been used to cover the cost of Disabled Facilities Grants, however increases in Council House sales and the Council's agreement with the Government to retain extra receipts to achieve one for one replacement of Council homes, means that going forward, receipts retained from council house sales can be used to support the Council's affordable homes development strategy and deliver new build homes across the district.
- 5.3 In addition s106 affordable housing commuted sums are anticipated (£8.5m over the next 7 years) which provide the potential to extend our house building/acquisition programme further. Plans are already in progress on a £10m+ development programme but with rising right to buy receipts and s106 commuted sums, the potential to increase our existing programme is clear. A 'stepping up' review of our approach to

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housing delivery features as part of the Programme for Growth and proposals will be brought forward for approval in due course.

- 5.4 For the purpose of this strategy it is assumed that new acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved.
- 5.5 Following the closure of the temporary Profiles Gym, plans for the land at Portholme Road are also under consideration. Receipts from the sale of this land were originally earmarked for the Programme for Growth although they have been substituted by other resources to mitigate the need for additional borrowing. If they are realised then they will be available for reinvestment in the district or could be used to repay debt if this could achieve a more favourable outcome for the Council.
- 5.6 Capital Programme proposals will be considered as part of the forthcoming budget round and borrowing requirements will be kept under review.

6 Programme for Growth

- 6.1 The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to '**make Selby a great place**' by investing in jobs; housing; infrastructure/economic development; and the tourism economy. The approved programme, which aligns to the new Corporate Plan, is set out at **Appendix E**.
- 6.2 The programme is now in its third incarnation, with an initial suite of projects approved as part of the 2017/18 budget:

Programme for Growth 3	Projects £000
Towns Regeneration	150
Tourism and Culture	270
Housing*	250
Infrastructure	400
Business	380
Rolled over projects from P4G2	934
Total Allocated to projects	2,384
Internal capacity	3,000
Assumed remaining project delivery fund (subject to available resources)	5,550
Funding from Special Projects Reserve	10,934

- 6.3 These resources could increase further subject to the future of New Homes Bonus and Business Rates and delivery of savings. **The mid-case scenario shows the potential for £10m+ over the 4 years**

from 2016/17 to 2019/20 but going forward external grant funding, capital receipts and s106 commuted sums are expected to add to the available resources.

- 6.4 This of course relies heavily on no major adverse changes to the New Homes Bonus and Business Rates schemes and delivery of the savings needed to balance the revenue budget.
- 6.5 There may also be opportunity to extend the programme further through bids for funding from external partners (such as the LEP and HCA).
- 6.6 The resources available to fund the programme will be reviewed annually in light of announcements on Local Government funding and the Council's financial outlook. However the Council's strategic approach to its future financial sustainability is reliant upon investment to stimulate housing and business growth. This in turn will generate local funds through Council Tax and Business Rates to mitigate losses in central Government funding and provide the capacity for further reinvestment.
- 6.7 The current programme is under review building on the foundations established for 2017/18 and proposals for the next round of projects will be formulated as part of the forthcoming budget round, with clear project briefs and detailed business cases being drawn up for approval by councillors in due course.

7 Conclusions

- 7.1 The key assumptions which underpin the Financial Strategy have been updated based on the latest intelligence available however there remains much uncertainty around public sector finance.
- 7.2 There is risk within the Business Rates retention scheme and in particular it is not known if similar levels of renewable receipts as to those experienced to date can be expected going forward - at this stage a cautious stance has been taken from 2018/19 onwards and receipts will only be allocated when they are confirmed although we will keep the potential in mind as we develop our plans.
- 7.3 There is also uncertainty over New Homes Bonus, the economic situation, income generation and delivery of savings. The Council's longer term financial position is heavily reliant upon overall resources keeping pace with inflation and costs being contained within base budget.
- 7.4 Currently, New Homes Bonus is crucial to our financial resilience and to our capacity to invest in Selby District. Whilst it continues, £880k p.a. is earmarked for the Programme for Growth with the remainder

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supporting the Council's revenue budget. Our longer term forecasts assume a reduction in New Homes Bonus of circa £1m p.a. and whilst this remains a bonus scheme and therefore not part of the Council's core funding, it is assumed that £880k p.a. continues to support the Programme for Growth. Should the Council's overall financial position worsen NHB could of course be wholly diverted to the revenue budget but in doing so could create a 'cliff edge' if the scheme ultimately comes to an end.

- 7.5 Based on the assumptions in this strategy the Council's target General Fund Net Revenue Budget for 2018/19 is £10.2m, including a savings target of £1.1m and a contribution of £0.7m from the Business Rates Equalisation Reserve. By 2019/20 the savings requirement is anticipated to rise to £1.7m (although this does not take into account growth beyond the standard assumptions contained in this MTFS).
- 7.6 The additional income from Council Tax and Business Rates as a result of our investment in economic growth will help to bridge the funding gap in the long term but in the meantime we must strive to be as efficient as possible and delivery additional savings targets that have been set. We will need to keep these targets under review as the future for Local Government funding becomes clearer.
- 7.7 The target HRA budget for 2018/19 is £11m including a savings target of £148k. By 2019/20 the savings requirement for the HRA is expected to rise to £310k. Over the next 10 years there is capacity within the HRA Business Plan to support additional capital expenditure - balancing investment in our current stock with acquisition of new homes. For the purpose of this strategy it is assumed that new acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved. As plans for the Housing Development Programme are established this budget will be updated as required.
- 7.8 Meeting the on-going savings challenge features strongly in the Council's strategic and operational plans and this work will continue. Our collaboration with North Yorkshire County Council and other partners, reducing demand for services, the commercialisation of our business, income generation and efficiency savings are important to this work.
- 7.9 However achieving financial self-sufficiency will mean that a careful balance between savings and investment will need to be struck. We will continue to strive for more efficient and effective services which in turn will provide the financial capacity for investment in delivering local economic growth – replacing central Government funding with sustainable cash returns in the form of income from services, Council Tax and Business Rates.

- 7.10 The significant receipts from Business Rates income, s106 commuted sums and growing housing capital receipts mean that the Council has the financial capacity to invest further in economic and housing growth within the district and plans for the use of these funds will be drawn up for approval by councillors over the coming months.

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Best Case

GENERAL FUND	Budget	← Medium Term Financial Plan →				← Long Term Forecast →				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
KEY ASSUMPTIONS										
Growth/Inflation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Interest Rates	0.50%	0.50%	0.65%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%
Tax Base Increase	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Government Grant (SFA) change	-14.36%	-9.01%	-10.39%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Tax Increase	£5	£5	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%
COUNCIL TAX										
Tax Base (Number of Band D Equivalents)	30.568	31.026	31.492	31.964	32.444	32.930	33.424	33.926	34.434	34.951
Council Tax @ Band D (£)	170.22	175.22	180.22	183.81	187.47	191.20	195.00	198.88	202.84	206.88
Council Tax Income (£000's)	5,203	5,437	5,676	5,875	6,082	6,296	6,518	6,747	6,985	7,231
Precept (£000's)	5,203	5,437	5,676	5,875	6,082	6,296	6,518	6,747	6,985	7,231
REVENUE FINANCING										
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Local Income										
Council Tax	5,203	5,437	5,676	5,875	6,082	6,296	6,518	6,747	6,985	7,231
Council Tax Collection Fund Surplus/Deficit (+/-)	62	65	70	71	73	74	76	77	79	80
Business Rates Collection Fund Surplus/Deficit (+/-)	7,580	7,400	600	612	624	637	649	662	676	689
Gov't Grants										
Settlement Funding	2,887	2,627	2,354	2,401	2,449	2,498	2,548	2,599	2,651	2,704
New Homes Bonus	1,971	1,529	1,592	1,648	1,681	1,715	1,749	1,784	1,820	1,856
Rural Services and Transitional Grants	120	83	108	-	-	-	-	-	-	-
Other Specific Grants	84	84	84	-	-	-	-	-	-	-
TOTAL EXTERNAL RESOURCES	17,907	17,225	10,483	10,608	10,909	11,220	11,540	11,870	12,210	12,560
REVENUE BUDGET										
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Operational Budget - Net	10,508	10,250	10,526	10,598	10,810	11,026	11,399	11,471	11,701	11,935
Investment Interest	- 125	- 125	- 170	- 200	- 260	- 300	- 300	- 300	- 300	- 300
Capital Financing	1,974	492	470	173	177	180	184	188	191	195
Programme for Growth	3,384	1,000	1,000							
Parish CTS Grant	77	70	-	-	-	-	-	-	-	-
Net Budget Before Contributions to/from reserves	15,818	11,687	11,826	10,571	10,727	10,906	11,283	11,359	11,592	11,830

Contributions to Reserves:

PFI Scheme (incl SDC's contribution & interest)	287	292	295	303	310	316	321	326	330	333
Building Repairs	200	200	200	200	200	200	200	200	200	200
Computer Development	141	141	141	141	141	141	141	141	141	141
District Election	34	34	34	34	38	38	38	38	38	38
Pension Equalisation	650	100	100	100	100	100	100	100	100	100
Special Projects/P4G (New Homes Bonus)	880	880	880	880	880	880	880	880	880	880
Special Projects/P4G (Business Rates)	3,880	7,400	600	612	624	637	649	662	676	689
Local Plan	50	50	50	50	50	50	50	50	50	50
NDR Equalisation	2,139									
Contingency	498									
General Balances	513									

Contributions from Reserves:

Business Development/Spend to Save	- 297	- 84								
ICT	- 1,014	- 172	- 150	- 153	- 156	- 159	- 162	- 166	- 169	- 172
PFI	- 410	- 418	- 427	- 435	- 444	- 453	- 462	- 471	- 481	- 491
Building Repairs	- 478	- 320	- 320	- 20	- 21	- 21	- 22	- 22	- 23	- 23
Special Project/P4G	- 3,458	- 1,000	- 1,000							
S106 Affordable Housing Commuted Sums	- 194									
District Election			- 136				- 153			
NYCC Collaboration	- 50									
Discretionary Rate Relief	- 100									
Local Plan	- 222									
Contingency										

Net Contributions to/from reserves (+/-)	3,049	7,103	267	1,712	1,722	1,728	1,580	1,739	1,742	1,745
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Forecast Net Revenue Budget	(b) 18,867	18,790	12,093	12,283	12,449	12,635	12,864	13,098	13,335	13,575
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Difference between resources and forecast budget (a - b)	- 960	- 1,566	- 1,610	- 1,675	- 1,540	- 1,415	- 1,324	- 1,228	- 1,125	- 1,015
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Savings Target	682	996	1,641	1,674	1,707	1,741	1,776	1,812	1,848	1,885
Business Rates Equalisation	377	668	81							

Current Net Surplus/Deficit within MTFP (+/-)	99	99	112	- 1	168	327	452	584	723	870
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SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Worst Case

GENERAL FUND	Budget	← Medium Term Financial Plan →				← Long Term Forecast →				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
KEY ASSUMPTIONS										
Growth/Inflation	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Rates	0.50%	0.50%	0.50%	0.65%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%
Tax Base Increase	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Government Grant (SFA) change	-14.36%	-9.01%	-10.39%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Tax Increase	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%
COUNCIL TAX										
Tax Base (Number of Band D Equivalents)	30.568	30.873	31.182	31.494	31.809	32.127	32.448	32.773	33.101	33.432
Council Tax @ Band D (£)	170.22	170.24	170.26	173.65	177.11	180.63	184.23	187.89	191.63	195.45
Council Tax Income (£000's)	5,203	5,256	5,309	5,469	5,634	5,803	5,978	6,158	6,343	6,534
Precept (£000's)	5,203	5,256	5,309	5,469	5,634	5,803	5,978	6,158	6,343	6,534
REVENUE FINANCING										
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Local Income										
Council Tax	5,203	5,256	5,309	5,469	5,634	5,803	5,978	6,158	6,343	6,534
Council Tax Collection Fund Surplus/Deficit (+/-)	62	65	70	71	73	74	76	77	79	80
Business Rates Collection Fund Surplus/Deficit (+/-)	7,580	400	600	615	630	646	662	679	696	713
Gov't Grants										
Settlement Funding	2,887	2,627	2,354	2,401	2,449	2,498	2,548	2,599	2,651	2,704
New Homes Bonus	1,971	1,529	1,592	1,648	1,650	1,650	1,650	1,650	1,650	1,650
Rural Services and Transitional Grants	120	83	108	-	-	-	-	-	-	-
Other Specific Grants	84	84	84	-	-	-	-	-	-	-
TOTAL EXTERNAL RESOURCES	17,907	10,044	10,116	10,204	10,436	10,672	10,914	11,163	11,419	11,682
REVENUE BUDGET										
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Operational Budget - Net	10,508	10,250	10,526	10,650	10,916	11,189	11,622	11,755	12,049	12,350
Investment Interest	- 125	- 125	- 125	- 170	- 200	- 260	- 300	- 300	- 300	- 300
Capital Financing	1,974	492	470	174	179	183	188	192	197	202
Programme for Growth	3,384	1,000	1,000							
Parish CTS Grant	77	70	-	-	-	-	-	-	-	-
Net Budget Before Contributions to/from reserves	15,818	11,687	11,871	10,654	10,895	11,112	11,509	11,648	11,946	12,253

Contributions to Reserves:

PFI Scheme (incl SDC's contribution & interest)	287	292	295	303	310	316	321	326	330	333
Building Repairs	200	200	200	200	200	200	200	200	200	200
Computer Development	141	141	141	141	141	141	141	141	141	141
District Election	34	34	34	34	38	38	38	38	38	38
Pension Equalisation	650	100	100	100	100	100	100	100	100	100
Special Projects/P4G (New Homes Bonus)	880	880	880	880	880	880	880	880	880	880
Special Projects/P4G (Business Rates)	3,880	400	600	615	630	646	662	679	696	713
Local Plan	50	50	50	50	50	50	50	50	50	50
NDR Equalisation	2,139									
Contingency	498									
General Balances	513									

Contributions from Reserves:

Business Development/Spend to Save	- 297	- 84								
ICT	- 1,014	- 172	- 150	- 154	- 158	- 162	- 166	- 170	- 174	- 178
PFI	- 410	- 418	- 427	- 435	- 444	- 453	- 462	- 471	- 481	- 491
Building Repairs	- 478	- 320	- 320	- 21	- 21	- 22	- 22	- 23	- 23	- 24
Special Project/P4G	- 3,458	- 1,000	- 1,000							
S106 Affordable Housing Commuted Sums	- 194									
District Election			- 136				- 153			
NYCC Collaboration	- 50									
Discretionary Rate Relief	- 100									
Local Plan	- 222									
Contingency										

Net Contributions to/from reserves (+/-)

	3,049	103	267	1,714	1,727	1,735	1,590	1,751	1,757	1,762
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Forecast Net Revenue Budget

(b)	18,867	11,790	12,138	12,368	12,621	12,847	13,099	13,398	13,703	14,015
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Difference between resources and forecast budget (a - b)

	- 960	- 1,746	- 2,022	- 2,163	- 2,185	- 2,175	- 2,185	- 2,235	- 2,284	- 2,333
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Savings Target

	682	996	1,641	1,682	1,724	1,767	1,811	1,857	1,903	1,951
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Business Rates Equalisation

	377	668	81							
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Current Net Surplus/Deficit within MTFP (+/-)

	99	- 82	- 300	- 481	- 461	- 408	- 374	- 379	- 381	- 382
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SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Mid Case

GENERAL FUND	Budget 2017/18	← Medium Term Financial Plan →				← Long Term Forecast →				
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
KEY ASSUMPTIONS										
Growth/Inflation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Interest Rates	0.50%	0.50%	0.65%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%
Tax Base Increase	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Government Grant (SFA) change	-14.36%	-9.01%	-10.39%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Council Tax Increase	£5	£5	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%
COUNCIL TAX										
Tax Base (Number of Band D Equivalents)	30.568	30.873	31.182	31.494	31.809	32.127	32.448	32.773	33.101	33.432
Council Tax @ Band D (£)	170.22	175.22	180.22	183.81	187.47	191.20	195.00	198.88	202.84	206.88
Council Tax Income (£000's)	5,203	5,410	5,620	5,789	5,963	6,143	6,328	6,518	6,714	6,916
Precept (£000's)	5,203	5,410	5,620	5,789	5,963	6,143	6,328	6,518	6,714	6,916
REVENUE FINANCING										
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Local Income										
Council Tax	5,203	5,410	5,620	5,789	5,963	6,143	6,328	6,518	6,714	6,916
Council Tax Collection Fund Surplus/Deficit (+/-)	62	65	70	71	73	74	76	77	79	80
Business Rates Collection Fund Surplus/Deficit (+/-)	7,580	400	600	612	624	637	649	662	676	689
Gov't Grants										
Settlement Funding	2,887	2,627	2,354	2,401	2,449	2,498	2,548	2,599	2,651	2,704
New Homes Bonus	1,971	1,529	1,592	1,648	1,650	1,650	1,650	1,650	1,650	1,650
Rural Services and Transitional Grants	120	83	108	-	-	-	-	-	-	-
Other Specific Grants	84	84	84	-	-	-	-	-	-	-
TOTAL EXTERNAL RESOURCES	17,907	10,198	10,427	10,521	10,759	11,002	11,251	11,507	11,770	12,040
REVENUE BUDGET										
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Operational Budget - Net	10,508	10,250	10,526	10,598	10,810	11,026	11,399	11,471	11,701	11,935
Investment Interest	- 125	- 125	- 170	- 200	- 260	- 300	- 300	- 300	- 300	- 300
Capital Financing	1,974	492	470	173	177	180	184	188	191	195
Programme for Growth	3,384	1,000	1,000							
Parish CTS Grant	77	70	-	-	-	-	-	-	-	-
Net Budget Before Contributions to/from reserves	15,818	11,687	11,826	10,571	10,727	10,906	11,283	11,359	11,592	11,830

GENERAL FUND

	Budget	← Medium Term Financial Plan →				← Long Term Forecast →				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Contributions to Reserves:										
PFI Scheme (incl SDC's contribution & interest)	287	292	295	303	310	316	321	326	330	333
Building Repairs	200	200	200	200	200	200	200	200	200	200
Computer Development	141	141	141	141	141	141	141	141	141	141
District Election	34	34	34	34	38	38	38	38	38	38
Pension Equalisation	650	100	100	100	100	100	100	100	100	100
Special Projects/P4G (New Homes Bonus)	880	880	880	880	880	880	880	880	880	880
Special Projects/P4G (Business Rates)	3,880	400	600	612	624	637	649	662	676	689
Local Plan	50	50	50	50	50	50	50	50	50	50
NDR Equalisation	2,139									
Contingency	498									
General Balances	513									
Contributions from Reserves:										
Business Development/Spend to Save	- 297	- 84								
ICT	- 1,014	- 172	- 150	- 153	- 156	- 159	- 162	- 166	- 169	- 172
PFI	- 410	- 418	- 427	- 435	- 444	- 453	- 462	- 471	- 481	- 491
Building Repairs	- 478	- 320	- 320	- 20	- 21	- 21	- 22	- 22	- 23	- 23
Special Project/P4G	- 3,458	- 1,000	- 1,000							
S106 Affordable Housing Commuted Sums	- 194									
District Election			- 136				- 153			
NYCC Collaboration	- 50									
Discretionary Rate Relief	- 100									
Local Plan	- 222									
Contingency										
Net Contributions to/from reserves (+/-)	3,049	103	267	1,712	1,722	1,728	1,580	1,739	1,742	1,745
Forecast Net Revenue Budget (b)	18,867	11,790	12,093	12,283	12,449	12,635	12,864	13,098	13,335	13,575
Difference between resources and forecast budget (a - b)	- 960	- 1,592	- 1,666	- 1,761	- 1,690	- 1,633	- 1,613	- 1,591	- 1,565	- 1,535
Savings Target	682	996	1,641	1,674	1,707	1,741	1,776	1,812	1,848	1,885
Business Rates Equalisation	377	668	81							
Current Net Surplus/Deficit within MTFP (+/-)	99	72	56	- 88	18	109	163	221	283	350

SELBY DISTRICT COUNCIL - HRA 10 YEAR FINANCIAL PLAN

	Budget	Medium Term Financial Plan				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	2017/18	2018/19	2019/20	2020/21								
KEY ASSUMPTIONS												
Inflation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Interest Rates	0.40%	0.40%	0.50%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Estimated Sales	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Demolitions	-15											
Estimated New Build	15	30	20									
Void Loss	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Provision for Bad Debts	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Fees & Charges	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rent Increase CPI + 0.5%	-1.00%	-1.00%	-1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Dwellings Start of Year	3065	3045	3055	3055	3035	3015	2995	2975	2955	2935	2915	2915
Dwellings End of Year	3045	3055	3055	3035	3015	2995	2975	2955	2935	2915	2895	2895
COUNCIL HOUSE RENTS												
Number of Dwellings (Mid Year Average)	3,055	3,050	3,055	3,045	3,025	3,005	2,985	2,965	2,945	2,925	2,905	2,905
Average Rent - Rent Restructuring	83.77	83.22	82.39	84.03	85.72	87.43	89.18	90.96	92.78	94.64	96.53	96.53
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	12,284,033	12,183,320	12,081,260	12,282,548	12,445,912	12,610,898	12,777,504	12,945,731	13,115,575	13,287,035	13,460,107	13,460,107
Void loss	123,140	121,833	120,813	122,825	124,459	126,109	127,775	129,457	131,156	132,870	134,601	134,601
Provision for bad debts	123,140	121,833	120,813	122,825	124,459	126,109	127,775	129,457	131,156	132,870	134,601	134,601
Net Rent Income	12,037,753	11,939,654	11,839,635	12,036,897	12,196,994	12,358,680	12,521,954	12,686,816	12,853,264	13,021,294	13,190,905	13,190,905
% Increase in Rent	-	1.00	-	0.66	-	1.00	2.00	2.00	2.00	2.00	2.00	2.00
REVENUE FINANCING												
Dwellings Rents	12,070,000	11,939,654	11,839,635	12,036,897	12,196,994	12,358,680	12,521,954	12,686,816	12,853,264	13,021,294	13,190,905	13,190,905
Garage Rents	96,890	98,828	100,804	102,820	104,877	106,974	109,114	111,296	113,522	115,793	118,108	118,108
Total Resources (£)	12,166,890	12,038,482	11,940,439	12,139,718	12,301,871	12,465,654	12,631,068	12,798,112	12,966,786	13,137,087	13,309,014	13,309,014
REVENUE BUDGET												
Net Operational Budget	4,665,900	4,699,126	4,763,697	4,858,971	4,956,151	5,055,274	5,156,379	5,259,507	5,364,697	5,471,991	5,581,431	5,581,431
Major Repairs Reserve Contribution	887,360	916,360	1,153,360	1,234,427	2,598,976	2,867,643	1,533,710	1,160,405	2,859,773	2,487,568	1,447,780	1,447,780
Depreciation (Dwellings)	1,189,940	1,189,940	1,189,940	1,213,739	1,238,014	1,262,774	1,288,029	1,313,790	1,340,066	1,366,867	1,394,204	1,394,204
Depreciation (All other Assets)	106,700	106,700	106,700	108,834	111,011	113,231	115,496	117,805	120,162	122,565	125,016	125,016
Repayment of HRA Reform Loan (Interest)	2,637,930	2,637,930	2,637,930	1,921,692	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Loan Principal (Based on 50 Years)	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000
Provision for Bad & Doubtful Debt	123,140	121,833	120,813	122,825	124,459	126,109	127,775	129,457	131,156	132,870	134,601	134,601
Investment Interest - Notional Sum	- 25,000	- 32,500	- 35,000	- 35,263	- 35,615	- 35,971	- 36,331	- 36,694	- 37,061	- 37,432	- 37,806	- 37,806
Net Budget Before Contributions to/from Reserves	10,845,970	10,899,389	11,197,440	10,685,226	12,094,900	12,490,964	11,286,963	11,046,175	12,880,696	12,646,334	11,747,131	11,747,131
Contributions to Reserves:												
Computer Development	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Forecast HRA Net Revenue Budget	10,895,970	10,949,389	11,247,440	10,735,226	12,144,900	12,540,964	11,336,963	11,096,175	12,930,696	12,696,334	11,797,131	11,797,131
Difference between Resources and HRA Net Revenue Budget	1,270,920	1,089,093	692,999	1,404,491	156,971	- 75,310	1,294,105	1,701,937	36,089	440,753	1,511,883	1,511,883
Savings Target	76,810	77,720	- 75,310	- 75,310	- 75,310	- 75,310	- 75,310	- 75,310	- 75,310	- 75,310	- 75,310	- 75,310
Difference between resources and Net Revenue Budget Transferred to Major Repirs Reserve	1,194,110	1,011,373	768,309	1,479,801	232,281	- 0	1,369,415	1,777,247	111,399	516,063	1,587,193	1,587,193

Reserve Balances 2017 - 2021											
Description	Estimated Balance 31 March 17	Use	Transfers	Contribs	Estimated Balance 31 March 18	Use	Contribs	Estimated Balance 31 March 19	Use	Contribs	Estimated Balance 31 March 20
	£	£	£	£	£	£	£	£	£	£	£
Revenue Reserves											
General Fund											
Reserves to fund future commitments:											
PFI Scheme	3,757,771	- 410,230		286,794	3,634,335	- 418,430	292,163	3,508,068	- 427,000	295,269	3,376,337
ICT	863,891	- 1,013,607		191,000	41,284	- 202,970	191,000	29,314	- 150,000	191,000	70,314
Asset Management	899,801	- 477,940	228,682	200,000	850,543	- 319,700	200,000	730,843	- 319,700	200,000	611,143
Election	79,934			34,000	113,934		34,000	147,934	- 136,000	34,000	45,934
Tadcaster Central Area	0				0			0			0
Industrial Units	0				0			0			0
Open Space Maintenance	80,460	- 80,460			0			0			0
GF Carried Fwd Budgets	1,546,000	- 1,546,000			-			-			-
	7,227,858	- 3,447,777	148,222	711,794	4,640,097	- 941,100	717,163	4,416,160	- 1,032,700	720,269	4,103,729
Reserves to fund growth and improvement:											
Special Projects / Programme for Growth */**	2,963,754	- 3,384,000		4,760,000	4,339,754	- 1,000,000	1,280,000	4,619,754	- 1,000,000	1,480,000	5,099,754
Special Projects (Non PFG commitments)	73,900	- 73,899		-	0			0			0
S106 Affordable Housing Commuted Sums	1,090,372	- 193,554		1,218,744	2,115,562		1,218,744	3,334,306		2,437,488	5,771,794
Discretionary Rate Relief Fund	268,492	- 100,000			168,492			168,492			168,492
NYCC Collaboration	50,000	- 50,000			-			-			-
Spend To Save (Business Development)	498,452	- 296,880			201,572	- 84,214		117,358			117,358
	4,944,969	- 4,098,333		5,978,744	6,825,380	- 1,084,214	2,498,744	8,239,910	- 1,000,000	3,917,488	11,157,398
Reserves to mitigate financial risk:											
Pensions Equalisation Reserve **	-			650,000	650,000		100,000	750,000		100,000	850,000
NDR Equalisation **	1,652,087	- 377,449		2,139,000	3,413,638	- 667,961		2,745,677	- 81,122		2,664,555
Local Plan	500,231	- 221,550		50,000	328,681		50,000	378,681		50,000	428,681
Contingency **	- 0			498,000	498,000			498,000			498,000
General Fund **	1,140,222	- 148,222		513,000	1,505,000			1,505,000			1,505,000
	3,292,540	- 598,999	- 148,222	3,850,000	6,395,319	- 667,961	150,000	5,877,358	- 81,122	150,000	5,946,236
Total GF Revenue reserves	15,465,367	- 8,145,109	-	10,540,538	17,860,796	- 2,693,275	3,365,907	18,533,428	- 2,113,822	4,787,757	21,207,363
HRA											
HRA Unallocated Balance	1,993,207	- 433,490			1,559,717			1,559,717			1,559,717
C/fwd Budgets (HRA)	1,172,611	- 1,172,611			-			-			-
Major Repairs Reserve - Capital Programme **	2,410,926	- 2,184,010		3,378,110	3,605,026	- 2,213,010	3,204,942	4,596,958	- 2,450,000	3,139,217	5,286,175
Sub Total	5,576,744	- 3,790,111	-	3,378,110	5,164,743	- 2,213,010	3,204,942	6,156,675	- 2,450,000	3,139,217	6,845,892
Total Revenue Reserves	21,042,111	- 11,935,220	-	13,918,648	23,025,539	- 4,906,285	6,570,849	24,690,103	- 4,563,822	7,926,974	28,053,255
Capital Reserves											
RTB Capital Receipts ***	2,311,905	- 500,000		500,000	2,839,279	- 175,000	500,000	3,164,279	- 175,000	500,000	3,489,279
Other Capital Receipts ****	1,717,900				1,717,900			1,717,900			1,717,900
Capital Receipts (HRA Reserved)	0				0			0			0
Total GF Capital Receipts	4,029,804	- 500,000	-	500,000	4,557,178	- 175,000	500,000	4,882,178	- 175,000	500,000	5,207,178
Notes											
* Potential for a further renewable energy business rates receipts - amount will not be confirmed until April 2018.											
** £9.391m diverted from revenue reserves in 2016/17 - to be replenished (excl HRA) from business rates income in 2017/18.											
*** Capital receipts include assumptions on right to buy sales.											

SAVINGS PLAN

Indicative Profile - GF

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	July 2017 Update	Current Risk
Pest Control	KC	15	15	15	Low	Contract completed - charge for rats passed on to customers	Low
Income generation	SR	0	0	185	High	Project not yet started. Project to commence Q2 2017/18 with a root and branch review of our approach to fees and charges. Aim to develop proposals for delivery in 2019/20.	High
Process improvements /on-line transactions	JS	0	70	91	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Delivery will be in line with the project plan yet to be finalised with the supplier. Project brief for digital transformation project (channel shift) approved at ELT. Business case being developed which will include specific estimates of savings.	High
Planning service review	JC	0	200	200	Medium	To date there have been no refunds issued, but further work is required to quantify the impact. Form 1 July Approval has been granted to recharge for viability assessments and depending upon requirements could recover up to £30k for 17/18. The Planning sub-committee has been stopped which generates internal efficiencies and savings on Member expenses. Pre-application advice is increasing.	Medium
Asset rationalisation	JS	50	100	100	Medium	Subject to negotiation on Market Cross lease - potential to sub-let after relocation of contact centre to Civic Centre but dependent upon completion of extension - if achievable, likely to be delayed towards end of 2017. Ex Profiles Gym has been let to a tenant generating £27,500 pa income and saving £13,481 NNDR full year.	High
Commissioning & collaboration	JS	0	0	80	High	Provision of Communications support to Ryedale DC expected to bring in £30k in 2017/18. Provision of HR support to Ryedale DC estimated to bring in £15k in 2017/18. No decision taken on whether/how this will be taken forward beyond this year. Currently exploring possibility of Pay & Display ticket sponsorship, if advertising space agreed will cover costs of £6 to £8k pa.	High

SAVINGS PLAN

New SDHT Loans	DC	30	60	100	High	Support for new build acquisitions at Ousegate Selby agreed and now subject to contract with developer. A detailed business case for the development of a new 5-unit scheme at Riccall will soon be submitted to the Executive for approval. A revised Housing Development Programme will also shortly be presented for discussion, which is expected to increase scope, ambition and opportunities for lending significantly.	High
Lending to third parties	DC	0	0	40	High	This work will be considered as adoption of the Economic Development Strategy is achieved, and the Programme 4 Growth 3 is developed.	High
Programme for Growth	DC	0	0	250	High	Work on a new Site & Premises Register will shortly be initiated, and extensive consultation with local small-medium sized enterprises is ongoing. This is expected to highlight a lack of high-quality incubation space throughout the District, and provide potential investment opportunities	High
Tax Base Growth	DC	0	50	75	Medium	Planning income has risen and the Council is investing significantly in capacity to deliver its ambitious growth agenda. Indicative tax base at June 2017 a growth in the tax base of 130.2 properties since April 17.	Medium
Business Rates Growth	DC	0	0	200	High	A new Economic Development team has recently been recruited who will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth.	High
PFI	KI	57	60	60	Low	Completed	Low
MRP	KI	185	185	185	Low	Completed	Low
Pension Fund Deficit	KI	406	419	433	Low	Completed	Low
Total Savings		743	1,159	2,014			
Assumed Savings Target		740	1,053	1,698			
Surplus / (Shortfall)		3	106	316			

NB Low risk savings assumed to be delivered at 100%

SAVINGS PLAN

Indicative Profile - HRA

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk	July 2017 Update	Current Risk
Process improvements /on-line transactions	JS	0	5	194	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Efficiencies to be realised through automation and better access/workflow - baseline position for key processes will be mapped as part of early preliminary work to enable an estimate of benefits and likely realisation timescale. Delivery will be in line with the project plan yet to be finalised with the supplier.	High
Commissioning & collaboration	JS	0	0	20	High		High
Pension Fund Deficit	KI	217	226	235	Low	Completed	Low
Total		217	231	449			
Assumed Savings Target		140	148	310			
Surplus / (Shortfall)		77	83	140			

Low risk savings assumed to be delivered at 100%

2017/18 – 2019/20 GENERAL FUND CAPITAL PROGRAMME

<u>PROJECTS</u>	Estimated Programme 2017/18 £	Estimated Programme 2018/19 £	Estimated Programme 2019/20 £
Asset Management Plan Leisure Centres & Park	2,940	19,700	20,080
Denison Road Changing Rooms	30,000		
Hurricane Close & Swordfish Way Road Adoption	325,000		
Enhancement of Car Parks	300,000	300,000	300,000
Selby Park Wall	45,000		
Industrial Unit Maintenance	47,000		
Bus Station Shelters	53,000		
Police Co-Location Project	213,500		
Collapsed Culvert - Portholme Road	288,734		
Edgerton Lodge Refurbishment	TBC		
Housing Development (Loans to SDHT)	3,493,360	1,250,000	
<u>Grants</u>			
Disabled Facilities Grants	573,958	346,958	346,958
Repair Assistance Loans	46,500	30,000	30,000
<u>ICT Hardware & Systems Within ICT Strategy</u>			
Implementation & Infrastructure Costs	791,600	278,500	15,000
Desktop Replacement Programme	28,990	53,500	17,500
TOTAL	6,239,582	2,278,658	729,538
<u>SUMMARY OF FUNDING</u>			
Capital Receipts	516,500	30,000	30,000
Grants & Contributions	428,958	346,958	346,958
Reserves	1,800,764	651,700	352,580
Borrowing	3,493,360	1,250,000	0
TOTAL	6,239,582	2,278,658	729,538

2017/18 – 2019/20 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

PROJECTS	Estimated Programme 2017/18 £	Estimated Programme 2018/19 £	Estimated Programme 2019/20 £
PROJECTS			
<u>Current Projects</u>			
Electrical Rewires	240,000	240,000	240,000
Central Heating - Gas	470,000	470,000	470,000
Central Heating - Solid Fuel	75,000	75,000	75,000
Roof Replacements	532,650	220,000	400,000
Damp Surveys & Works	220,000	220,000	220,000
Door & Window Replacements	130,000	120,000	120,000
Kitchen Replacements	140,000	130,000	130,000
Pre Paint & Cyclical Repairs	160,000	160,000	160,000
Void Property Repairs	65,000	65,000	65,000
Asbestos Condition Survey	30,000		
Fencing & Gates	50,232	40,000	40,000
Bathroom Replacements	30,000	30,000	30,000
Pointing Works	853,994	300,000	300,000
<u>New Projects</u>			
Fire Alarm System at St Wilfrids Court			
Laurie Backhouse Court Refurbishment	28,000		
Environmental Improvement Plan	182,555		
Garage Sites	20,000	10,000	
Ousegate Fire Alarm System			
Byram Park Road Demolition	53,180		
Footpath Repairs	30,000		
Estate Enhancements	133,000	133,000	100,000
Ousegate Refurbishment	60,000		
St Wilfrids Court Refurbishment			100,000
St Wilfrids Court Lifeline Equipment & Door Entry	13,000		
New Build - Phase 1 15 Bungalows	981,640		
New Build Projects	1,612,000	1,250,000	
TOTAL	6,110,251	3,463,000	2,450,000

SUMMARY OF FUNDING

Revenue Contributions	2,219,971	916,360	1,153,360
Major Repairs Reserve	1,296,640	1,296,640	1,296,640
Borrowing	2,460,640	1,250,000	
S.106 Commuted Sums - affordable housing subsidy	133,000		
TOTAL	6,110,251	3,463,000	2,450,000

Programme for Growth 3 - Current Programme

Project Theme	Project	Current Funding 2017/18 £000's
Towns regeneration	Towns Masterplanning - to set long term visions and identify improvements needed.	150
Tourism and culture	Tourism and culture - the project will deliver a Visitor Strategy, Action Plan and an Events Programme to support key events	150
	Tour De Yorkshire - Facilitate start in Tadcaster	120
Housing	Stepping-up housing delivery - review would set the strategic direction and facilitate delivery of a wider housing delivery programme.	50
	Olympia Park - to support a public sector delivery role for housing and employment on Olympia Park.	200
Infrastructure	Strategic sites masterplanning - To help unlock strategic sites including development programmes e.g. Kellingley, Gascoigne Wood, Eggborough, Sherburn Enterprise Park, Selby Station etc.	250
	Access to employment - to pilot a scheme to connect people to work opportunities.	100
	Green energy - Planning application and grid connection for a land based scheme at Burn Airfield.	50
Business	Growing enterprise & SME growth advisor - fund small business support activity and networks, support Leeds City Region business programmes.	50
	Church Fenton Studios enabling - Expansion into major film production centre.	300
	Business space and accommodation review - to review the existing and potential future business space needs for key economic sectors.	30
Sub-total P4G 3 projects 2017/18		1,450

Project Theme	Project	Current Funding 2017/18
Rolled Over P4G2 Projects		
	Health Living Concepts Fund - to promote healthier lifestyle choices for adults and children.	50
	Growing Enterprise - as above, supporting business networks.	90
	Marketing Selby's USP - 4 Campaigns; 1. Overall 'Place Branding'; 2. Communications & Marketing to support the visitor strategy; 3. Planning Service narrative and 4. Business Investment communications.	58
	Retail Experience - Tadcaster Linear Park - Tadcaster Riverside Park project.	180
	Retail Experience - STEP - 2 yr plan to grant fund arts & food festivals and small business and local shop initiatives.	124
	Empty Homes - to target and bring empty homes back in to use to provide housing in the district.	116
	Selby District Housing Trust - To support the housing development programme.	30
	Strategic Sites - as above to unlock strategic sites	86
	Sherburn All-Weather Pitch - Grant support to project.	200
Sub-total rolled over P4G 2 projects.		934
Total Allocated to Projects		2,384
Internal capacity for up to 3 years		3,000
Project Delivery Fund		5,550
Total Funding From Special Projects Reserve		10,934