



Meeting: **SCRUTINY COMMITTEE**
Date: **TUESDAY 24 JANUARY 2017**
Time: **5.00 PM**
Venue: **COMMITTEE ROOM**
To: **Councillors Mrs W Nichols (Chair), Mrs S Duckett (Vice Chair), D Buckle, Mrs E Casling, I Chilvers, D Mackay and Mrs D White.**

Agenda

1. Apologies for absence

2. Minutes

To confirm as correct records the minutes of the meeting of the Scrutiny Committee held on 27 September 2016 (pages 1 to 3 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. Chair's Address to the Scrutiny Committee

5. Programme for Growth 2 and 3 Update (Report S/16/3)

To receive the report of the Head of Strategic Planning, Policy and Economic Development which updates the Committee on the delivery of

evaluation of the Programme for Growth 2 and proposals for the establishment of the Programme for Growth 3 (pages 4 to 13 attached).

6. Olympia Park – update on progress and next steps (Report S/16/4)

To receive the report of the Director of Economic Regeneration & place, which updates the Committee on the progress and next steps of the Olympia Park development (pages 14 to 25 attached).

7. Corporate Performance Report 2016/17 – Quarter 2 (Report S/16/5)

To receive the report of the Head of Business Development and Improvement which updates the Committee on the delivery of the Council's Corporate Plan priorities (pages 26 to 51 attached).

8. Scrutiny Committee Work Programme

To review the Scrutiny Committee Work Programme 2016/17. A copy of the Forward Plan is attached for information (pages 52 to 65 attached).

Gillian Marshall
Solicitor to the Council

Dates of next meeting
22 February 2017 (provisional)
21 March 2017

Enquiries relating to this agenda, please contact Janine Jenkinson on:
Tel: 01757 705101, Email: jjenkinson@selby.gov.uk.

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Minutes

Scrutiny Committee

Venue:	Committee Room
Date:	Tuesday 27 September 2016
Time:	5.00 pm
Present:	Councillors Mrs S Duckett (Chair), D Buckle, Mrs E Casling, D Mackay and Mrs D White.
Apologies:	Councillors Mrs W Nichols and I Chilvers.
Officers present:	Keith Cadman, Head of Commissioning, Contracts and Procurement and Janine Jenkinson, Democratic Services Officer.
Public:	0
Press:	0

1. MINUTES

The Committee considered the minutes of the Scrutiny Committee held on 29 June and 11 July 2016.

RESOLVED:

To approve the minutes of the Scrutiny Committee meeting held on 29 June and 11 July 2016.

2. DISCLOSURES OF INTEREST

There were no disclosures of interest.

3. CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

There was no address from the Chair.

4. GROUND MAINTENANCE SERVICE – GRASS CUTTING

The Head of Commissioning, Contracts and Procurement presented a briefing note that outlined the arrangements in relation to grass cutting throughout the District and responded to the concern raised by Councillor Hutchinson that the service had been insufficient during the summer.

Members were advised that the start and finish of the growing season was weather dependent, but normally grass cutting commenced around March / April and continued until September / October.

The Head of Commissioning, Contracts and Procurement reported that the contract was output based, meaning there was no requirement for the contractor to carry out a fixed number of cuts each year or to cut at a prescribed frequency. Different contract standards were in place for areas, based on usage and location; with formal parks and gardens being cut to a higher standard than verges or other amenity areas. The Committee was informed that on average each site received 12 cuts per year.

Members were informed that the first cuts of the season had taken place the week beginning 4 April 2016. Shortly afterwards there had been multiple and repeated machinery breakdowns of three of the main mowers. It was explained that the current mowers were seven years old and new replacement kit was required.

The Head of Commissioning, Contracts and Procurement explained that the faults were reported, and the repair company had either carried out the repair or ordered parts as required. The Committee was informed that additional mowers had been hired between 25 May 2016 and 13 June 2016. It was explained that due to the equipment being specialist and the faults occurring during peak season, there had been a delay acquiring the spare mowers to provide additional cover. Members were advised that the grounds maintenance crews had worked overtime at weekends for the first three weeks of June to manage the workload.

RESOLVED:

To note the report from the Head of Commissioning, Contracts and Procurement.

5. SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered the Work Programme.

The Chair reported that it had been requested that the Scrutiny Committee consider the Programme for Growth. Members agreed to add this to the Work Programme.

In addition, Members requested that an update on the Olympia Park development be provided to the Committee.

RESOLVED: To include the following items on the Work Programme:

- **Programme for Growth; and**
- **Olympia Park development update**

The meeting closed at 5.30pm.



Public Session

Report Reference Number: S/16/3

Agenda Item No: 5

To: Scrutiny Committee
Date: 24th January 2017
Author: James Cokeham, Head of Strategic Planning, Policy & Economic Development
Lead Officer: Dave Caulfield, Director of Economic Regeneration & Place
Executive Cllr: Cllr Mark Crane

Title: Programme 4 Growth 2 & 3

Summary:

Selby District Council's (the Council's) 'Programme 4 Growth' (P4G) was established in 2011 as a means of focussing and managing investment in key Council priorities.

'P4G 2' (April 2015-March 2017) will shortly be concluding, with 'P4G 3' (April 2017-March 2020) beginning delivery.

This report updates the Scrutiny Committee on delivery and evaluation of P4G 2 and outlines proposals for the establishment of P4G 3.

Recommendations:

- i. That Scrutiny Committee consider the outcomes and evaluation of P4G 2; and
- ii. Provide comments to be considered in the full establishment of P4G 3.

Reasons for recommendation

For Scrutiny Committee to inform and shape the Programme 4 Growth, the Council's key strategic investment fund.

1. Introduction

- 1.1 Selby District Council's (the Council's) 'Programme 4 Growth' (P4G) was established in 2011 as a means of focussing and managing investment in key

Council priorities. In 2015 the Programme was reviewed, a number of projects were completed, some were carried forward and others evolved into new initiatives, forming 'P4G 2'.

- 1.2 P4G 2 projects were agreed at a 'P4G Board' meeting on 26 March 2015. It consisted of 13 new projects and two carried forward from P4G 1, with each led by a Senior Responsible Officer reporting to a Lead Executive Councillor.
- 1.3 Reports on the latest position for each project are produced periodically and reported to the Executive. Initially the projects were overseen by a Programme for Growth Board although decision making on individual projects remained with the Executive, the Leader (who has individual delegated authority to allocate funds in the programme) and officers with delegated powers. In the past year the former P4G Board has ceased to meet.
- 1.4 This report provides the Scrutiny Committee with an update on P4G 2, focussing on outcomes achieved, lessons learnt and its current financial status. It also considers how an ongoing evaluation of the programme will be effectively used to shape proposals for 'P4G 3', which, subject to budget approval in February 2017, will begin delivery in 2017/18.

2 Programme 4 Growth 2 (2015/16-2016/17)

2.1 Key outcomes achieved through P4G 2 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 Strategy (£50k);
- Completion of new housing at St Joseph Street, Tadcaster (£31k); and
- Improvements to Town Gateways (£4k).

2.2 Although tangible and significant successes have been achieved, a number of projects are still progressing. This includes:

;

- Healthy Living Concepts Fund;
- Growing Enterprise;
- Town Masterplanning;
- Selby District Housing Trust;
- Strategic Sites;
- Community Skills/Capacity Building;
- Tadcaster & Selby Retail Experience; and
- Empty Homes.

2.3 Delivery of P4G 2 was reviewed at a joint workshop of the Council's Executive and Extended Leadership Team 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 of projects, rather than a deliverer; and
- Focus on a smaller portfolio of projects to deliver against the Council's key corporate priorities.

2.4 A summary of project progress to date for P4G 2 is provided at Appendix A.

3 Programme 4 Growth 3 (2017/18-2019/20)

3.1 Work is currently underway to establish P4G 3, the next iteration of the Council's strategic investment programme.

3.2 Subject to approval of the draft Budget at Council in February, the programme will be funded by New Homes Bonus (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) and is envisaged to total approximately £10million over the next three years from 2017/18.

3.3 P4G 3 will be a critical delivery mechanism for the Council's ambitious Corporate Plan and growth-focussed Economic Development Strategy. A clear fit with both of these key strategic documents will 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.

3.4 Acting upon evaluation of P4G 2, P4G 3 will fund a number of new internal officer posts (included within the broader proposals for the ongoing Corporate Restructure) to provide more robust commissioning/enabling and project management capacity, and to drive forward the Corporate Plan ambitions to encourage economic growth and achieve a step-up in homes provided. It will focus on a more targeted suite of 5 priorities, as set out below:

- Town Regeneration;
- Tourism & Culture;
- Housing;
- Infrastructure; and
- Business.

3.5 An indicative schedule for P4G 3 is provided at Appendix B. A responsive approach will be taken to implementation, with 'up front' budgets provided for strategic enabling and internal capacity. A Project Delivery Fund, designated

for implementation of the outcomes that will emerge from this work will also be created, allowing flexibility to respond to new and/or emerging opportunities.

- 3.6 To illustrate the approach, £150k has been allocated to revisit and refresh the Towns masterplanning, building on the work carried out under the Selby District Renaissance programme, funded by Yorkshire Forward some years back. This will lead to long term visions being developed for each town, with key improvements identified to achieve that vision set out in an Action Plan for each town. We can then explore how the projects in the Action Plans can be delivered using a variety of funding sources and delivery partners, with a project bid required to unlock funding from the £5.5m Project Delivery Fund set up for P4G 3.

4 Legal/Financial Controls and other Policy matters

Legal Issues

- 4.1 The previous 'Programme for Growth Programme Board was an 'advisory' not a 'decision making' body, so decision making for P4G 3 will continue to rest with the Executive or officers under delegated powers.
- 4.2 Regular performance reports for P4G 3 will be brought to the Executive for discussion, and can be referred on to the Scrutiny Committee for additional consideration.

Financial Issues

- 4.3 P4G 2 was allocated £10.2million as part of the broader budgeting process. Good progress has been made on the programme overall, but £1,907,420 of the budget is still available (at end of December 2016), though a number of commitments are in place until the end of the financial year, including work on key strategic sites, preparation for the Tour de Yorkshire and finalisation of the Economic Development Strategy.
- 4.4 Outline proposals for a 2017/18 programme, as contained in the draft budget report to Executive in December 2016, are set out at Appendix B. A summary of the programme shows:

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

Estimated project spend	2,450
Balance available for allocation	7,608

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

Impact Assessment

- 4.6 Impact assessments of projects will take place as they are developed and reported as part of the decision making process/business case.

5. Conclusion

- 5.1 The P4G is the Council's strategic investment fund. P4G 3 will be a crucial mechanism for delivery of the Council's priorities. The Scrutiny Committee's input into its creation is therefore sought and welcomed.

6. Background Documents

None.

Contact Officers:

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Appendices:

Appendix A – Programme 4 Growth 2 Project Summary
Appendix B – Programme 4 Growth 3 Indicative Schedule

Appendix A – ‘Programme 4 Growth 2’ Project Spend Breakdown

Project	Project Budget [£]	Project Spend [£] (end of Q3 2016/17)	Comment
Programme Management	-	-	Ongoing.
Healthy Living Concepts Fund	175,000	29,400	Ongoing. Funding in 2015/16 was used to support a healthy schools programme.
Leisure Village	5,979,000	5,496,405	Complete. 50 new jobs created, the doors opened to the public on 28th May 2016.
Selby Skate Park	100,000	79,101	Ongoing. Skating surface complete and opened. Grind rail to be added in January.
Ready 4 Work	16,556	16,556	Complete. The Council's first graduate trainee programme completed in September 2015.
Growing Enterprise	175,000	47,451	Ongoing. Used to fund an SME Growth Advisor and support local business networks.
Marketing Selby's USP	62,664	17,256	Ongoing. Work now beginning after completion of Economic Development Strategy.

Community Skills/Capacity Building	100,000	-	Ongoing. Potential opportunities currently being explored with partners.
Retail experience: Tadcaster Linear Park	100,000	52,028	Ongoing. Delivery plan developed and final checks to planning application being undertaken.
Retail experience: STEP	151,576	4,359	Ongoing. STEP focussing on delivery of street scene, retail and event priorities.
Retail experience: Sherburn-in-Elmet	100,000	80,000	Ongoing. Groundwork has been commissioned to implement project.
Construction Skills Hub	20,000	-	Ongoing. Pending further discussion with Selby College and feasibility work for Olympia Park.
Empty homes	115,475	525	Ongoing. Exploratory work completed and criteria established.
Housing Trust	133,750	27,750	Ongoing. A number of Housing Trust schemes are in development.
St Joseph Street	31,000	31,000	Complete. 2 homes built for affordable rent, and 1 market house for sale.
Green Energy	30,000	14,193	Ongoing. Ground mounted solar farm explored, but unfeasible at present due to changing Government subsidies.

Strategic Sites	285,000	102,280	Ongoing. Consultants recently commissioned to take forward key sites.
Town Masterplanning	250,000	56,180	Ongoing. Initial work completed as part of PLAN Selby. Briefs for community led approach being developed.
Green Infrastructure	20,000	-	Ongoing. Work now being completed in-house, rather than commissioned.
Economic Development	50,000	56,367	Ongoing. Draft Strategy consulted upon publically with adoption expected in May 2017.
Burn Airfield	1,790,000	1,790,360	Complete. Land acquired in 2015/16.
Improvements to Gateways	3,639	-	Complete. Sculptures in place on 2 roundabouts on Selby bypass.
Tour de Yorkshire	120,000	29	Ongoing. Official launch complete, Steering group in place and Project Manager commissioned.
TOTAL	9,808,660	7,901,240	

Appendix B – ‘Programme 4 Growth 3’ Indicative Schedule

Project Theme	Project	Indicative Funding 2017/18 £000's	Comments
Towns regeneration	Completing the Towns Masterplanning to set long term visions and identify improvements needed, with Action Plans	150	Projects flowing from the action plans will be subject to individual business case.
Tourism and culture	Develop a Visitor Strategy, Action Plan and an Events Programme to support key events including the Tour de Yorkshire	270	Projects flowing from the action plans will be subject to individual business case. £120k has already been allocated to the TdY for 2017.
Housing	"Stepping-up housing delivery" - strategic review	50	This review would set the strategic direction and facilitate delivery of a wider housing delivery programme including (but not limited to) direct delivery by SDC (and/or an alternative delivery vehicle) using funding from s106 commuted sums, capital receipts, HCA funding and potentially borrowing.
	Olympia Park - to carry out essential work (ground conditions/delivery models/viability etc) to support a public sector delivery role	200	This budget would enable SDC to work in partnership with NYCC and HCA to deliver public sector proposal for housing and employment on Olympia Park - linked to the project above and subject to the ultimate business case, a proposal for the Council to invest in the project may be developed.

Infrastructure	Strategic sites masterplanning e.g. Kellingley, Gascoigne Wood, Eggborough, Sherburn Enterprise Park, Selby Station etc	250	Potential projects flowing from the masterplanning will be subject to individual business case and may involve some direct delivery by the Council and/or facilitating delivery by or in partnership with others.
	Access to employment	100	To pilot a scheme to connect people to work opportunities with potential for this to be targeted towards our most deprived wards.
	Green energy - planning application and grid connection for a land based scheme at Burn Airfield	50	This builds on the feasibility work done by APSE Energy and would involve securing the grid connection for a scheme on Burn Airfield to enable project to be 'oven ready' when grid parity is reached.
Business	Growing enterprise & SME growth advisor	50	Continuation of existing project.
	Church Fenton Studios enabling	300	Expansion into major film production centre, building on success of Victoria and US interest; match fund LEP investment.
	Business space and accommodation review	30	To review the existing and potential future business space needs for key economic sectors identified in the EDS. It will include reviewing the potential in our town centres to support young enterprise through dedicated workspace provision.
Sub-total initial projects 2017/18		1,450	
Internal capacity for up to 3 years		3,000	Up to £1m p.a. and subject to the requirements of the programme.
Project Delivery Fund		5,550	Fund to support delivery of projects arising from the strategic work undertaken initially.
Total Funding		10,000	Subject to NHB and NNDR receipts

Public Session

Report Reference Number: S/16/4

Agenda Item No: 6

To: Scrutiny Committee
Date: 24th January 2017
Author: David Caulfield, Director of Economic Regeneration & Place
Lead Officer: David Caulfield, Director of Economic Regeneration & Place

Title: Olympia Park – update on progress and next steps

Summary:

The report has been brought before the Scrutiny Committee to update you, and seek your comments, on the proactive work officers from Selby District Council have undertaken with the landowners and other key partners to unlock delivery of this strategically important site.

Recommendations:

The report provides the Committee with the opportunity to scrutinise the work carried out to date, and proposed next steps, to enable the delivery of Olympia Park.

Reasons for recommendation

The report has been brought before the Scrutiny Committee to update you on the proactive work done to date and the proposed next steps to unlock delivery of this strategically important site.

1. Introduction and background

- 1.1 Three Swans, on behalf of land owners ForFarmers, secured planning permission for a major residential led mixed use scheme in 2014 and took their site out to the market in 2015 seeking a developer. There was limited interest from the market. Three Swans opened up discussions with a number of developers and in Autumn 2015 Keepmoat (with Home Group) were announced as the preferred developers. However the parties were unable to reach agreement and by the end of 2015 it became apparent that without the

public sector taking a more proactive role the site was unlikely to come forward.

- 1.2 This report summarises the work carried out by Selby District Council and North Yorkshire County Council officers since then, working closely with the landowner, the Homes and Communities Agency (HCA) and both Local Enterprise Partnerships (LEPs) to explore alternative options for delivering the site. It then sets out the proposed next steps to identify a viable delivery strategy.

2. The Report

- 2.1 A summary of the work carried out to date to enable the delivery of Olympia Park and the proposed next steps is provided in the briefing note attached as Appendix A to this report.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 There are no legal issues arising from the report.

Financial Issues

- 3.2 There are no financial issues arising from the report.

Impact Assessment

- 3.3 An Impact assessment of the project will take place as part of the decision making process in reporting to Executive should the public sector agree to take on a greater role in unlocking delivery.

4. Conclusion

- 4.1 The report provides Councillors with the opportunity to scrutinise the work carried out to date, and proposed next steps, to enable delivery of Olympia Park.

5. Background Documents

Appendix A - Olympia Park – Update on Progress and next steps

Contact Officer:

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Appendix A

Olympia Park – Update on Progress and next steps

1. Summary

- 1.1 Three Swans, on behalf of land owners ForFarmers, secured planning permission for a major residential led mixed use scheme in 2014 and took their site out to the market in 2015 seeking a developer. There was limited interest from the market due to the high up-front infrastructure costs to unlock the site (£20m+) and perceived risks. Three Swans opened up discussions with a number of developers and in Autumn 2015 Keepmoat (with Home Group) were announced as the preferred developers. However the parties were unable to reach agreement and by the end of 2015 it became apparent that without the public sector taking a more proactive role the site was unlikely to come forward.
- 1.2 This note summarises the work carried out by Selby District Council and North Yorkshire County Council officers since then, working closely with the landowner, the Homes and Communities Agency (HCA) and both Local Enterprise Partnerships (LEPs) to explore alternative options for delivering the site. It then sets out the proposed next steps to identify a viable delivery strategy.

2. Background

- 2.1 Olympia Park is a key strategic site for residential and employment development in Selby District in the adopted Core Strategy (2013) and is expected to deliver up to 1,000 homes and 33ha of employment land.
- 2.2 Selby town is identified as a growth hub in the York North Yorkshire and East Riding (YNYER) Strategic Economic Plan (SEP) and Selby is the fastest growing district in North Yorkshire.
- 2.3 Developing Olympia Park will deliver significant housing and employment opportunities in line with Selby's growth ambitions. It will deliver environmental improvements and create a sustainable urban extension close to Selby town centre, improving a key gateway and regenerating one of the older employment areas of the district. In its current semi-derelict state it currently provides a very poor 'gateway' into Selby town from the A19 and Selby Bypass.
- 2.4 The site itself is a 'difficult' site to deliver in planning and development terms, requiring remediation, flood mitigation works, having adverse ground conditions and significant infrastructure required to unlock access.
- 2.5 An aerial photo of the Olympia Park area is attached as Figure 1 to this note. The masterplan submitted by Three Swans to support the residential led application is attached as Figure 2 to this note. The masterplan shows the

red-line of their planning application and also an indicative layout for employment uses on the Selby Farms and Potter Group land.

3. Ownership

- 3.1 The allocated residential land is owned by **ForFarmers**, with **Three Swans** acting as the promoter. The residential part of the scheme is challenged by high infrastructure costs, including a road access over a railway line (approx. £17m) and a link road to the A63 bypass (approx. £4.8m) which need to be funded via the housing, and in place before occupation of the main area of housing south of the railway line begins, to allow an alternative access for the Potter Group's main logistics business.
- 3.2 The farm land adjoining Selby by-pass is allocated as employment land and is owned by **Selby Farms**. They are keen to bring forward the employment element of Olympia Park and there have been positive recent discussions.
- 3.3 The **Potter Group** own the land in between the allocated housing and employment sites, operating a successful logistics hub accessible by both rail (from a spur off the main Selby- Hull railway line) and by road (from a poor access that crosses the existing Selby railway line at a level crossing from Barlby Rd). They too are keen to see the Olympia Park development come forward.

4. Challenges in delivering the residential led masterplan for Olympia Park

- 4.1 The land owned by ForFarmers and promoted by Three Swans has a long history of proposals for major development. The more recent history can be summarised as follows:
- 2012 - demolition of the former factory buildings owned by BOCM began.
 - October 2013 – adoption of the Core Strategy with Olympia Park as the key strategic site
 - 2014 - planning permission granted for 863 dwellings plus retail and commercial uses onto Barlby Rd
 - 2014/15 – £16m of loans secured by Three Swans from the HCA and LEPs for infrastructure delivery
 - 2015 – Three Swans market the site for development
 - Autumn 2015 – Keepmoat confirmed as preferred developers (with Home Group)
 - December 2015 – Three Swans and Keepmoat unable to finalise a land sale agreement.
 - 2016 onwards – Selby District Council and North Yorkshire County Council officers work with the landowner and key partners (the HCA and LEPs) to explore how delivery of Olympia Park can be enabled.

5. The potential role of the Public Sector in enabling delivery

- 5.1 We have continued to work with Three Swans to see if a private sector solution can be delivered and we believe that could still be a viable option,

with a number of other developers expressing belief in the potential of Olympia Park. However, the current position is that there is no private sector developer currently in place to deliver the scheme.

- 5.2 So as well as continuing to work with Three Swans to seek a way forward, there is also a need to think differently about the role of the public sector in the scheme, to seek to facilitate and accelerate delivery. Key funding partners (the LEPs and HCA) expressed a desire to consider a public sector led proposal and senior Council officers from Selby and North Yorkshire have been working with them and the landowner to explore options going forward. We mean the public sector in its widest sense with the potential for a combination of SDC, NYCC, HCA and both LEPs to take a more direct role in delivering Olympia Park.
- 5.3 If the public sector is to take a more lead role then this has to be with a clear understanding of the potential risks, rewards, and benefits and how these vary with the different delivery options. Our work in 2016 has focussed on these issues with the intention being to advise the Council whether there is a viable and deliverable public sector led option by June 2017 at the latest (see next steps section later in the report).

6. Benefits of a public sector led approach

- 6.1 The obvious one is to help unlock and accelerate delivery. For Selby District Council (SDC) the delivery of this site is of paramount importance in terms of regeneration benefits, delivery of the Core Strategy and providing a long term supply of housing land.
- 6.2 There would be added benefits for the district and County Council in terms of Council Tax receipts, New Homes Bonus and the wider economic growth the scheme could facilitate with jobs, investment and additional Business Rates. It could help to unlock key employment benefits such as better access and potentially new investment from Potter Group and ForFarmers as well as help regenerate a strategic gateway site into Selby.
- 6.3 There is also a potential return on investment. De-risking and site assembly can to create value in the land and there could be potential direct development opportunities on serviced plots for SDC/NYCC.
- 6.4 Public sector intervention, by way of a number of options including land purchase, loan, grant and/or by putting in up-front infrastructure, could help to accelerate delivery. This is by de-risking the site, increasing developer confidence, and by releasing a variety of development parcels for different builders such as SME's, custom and self-build, volume house-builders, housing associations and assisted living providers. This would allow more homes to be built per year than if one or two national house-builders built out the whole site, as they have a ceiling on the number of units they will build out each year on any site

7. Progress to date

7.1 There has been significant progress in exploring alternative options for delivery since Three Swans failed to secure a developer:

- SDC/NYCC/HCA senior officer project team set up
- Clear Project Plan in place
- Senior officer Project Board set up to steer work
- Close collaboration with the HCA - to ensure they are a key potential delivery partner – potential for loan/equity investment
- Ongoing and positive dialogue with the LEPs - to maintain their confidence given the delays – critical to securing loans/equity investment
- Close working with Three Swans - towards establishing an agreed land value for a potential public sector purchase
- Engagement with Potter Group and Selby Farms - to explore a more integrated approach – and explore new developer interest
- Workshop held with HCA, ATLAS, both LEPs, SDC and NYCC officers – the October 2016 workshop re-confirmed all parties commitment, the potential for a viable scheme and identified potential opportunities to drive value through good place-making, with real potential identified for a significant number of new homes to be delivered in the next five years.

8. Project Plan

8.1 There are a number of key workstreams being progressed:

- **Governance** – Project team; Project Board; key dates for Executive reporting and approvals identified
- **Infrastructure & ground investigations** – Mouchel commissioned to refine cost estimates and do ‘due diligence’ on previous Three Swans studies
- **Viability and site valuation** - Red book appraisal to be commissioned to inform potential purchase
- **Funding packages** – secure appropriate loans/equity from the LEPs and HCA – subject detailed business cases
- **Delivery mechanisms** – explore public and public/ private delivery options
- **Resourcing & budget** – NYCC/SDC/YNYER LEP funding; bid for HCA Capacity Funding; potential Accelerated Construction Programme bid to HCA.

9. Viability and potential financial returns

9.1 To test the viability of the scheme, and to test the potential to secure longer term financial benefits if the public sector invests, some outline financial modelling has been carried out. The key assumptions have been tested through the LEPs and HCA. The model has been constructed so that sensitivity testing can be done on key inputs such as build costs, sales values, mix and type of properties, finance costs and cash-flows, developer profit and land values.

9.2 This work is ongoing but headlines are:

- We believe there is a viable scheme to deliver, but agreeing a reasonable land price that reflects the constraints, costs and values is key
- We believe there is more value in the site which can be unlocked by good place-making and an enhanced mix and size of homes
- A public sector led approach to de-risk the site is a credible option to unlock delivery and create value by removing risk
- A private, public or combined public/private approach could lead to delivery of a significant number of homes over the next five years with the potential to accelerate delivery compared to the site just being built out by one developer.

9.3 It is clear developers and housebuilders are nervous about having to put the upfront infrastructure in, seeing it as a risk element, and this is reflected in the conservative approach in their appraisals. If the public sector were to purchase the site and/or put in the infrastructure we believe it could be marketed and sold on much more favourable terms creating more positive land values and development returns. As stated, putting the infrastructure in then parcelling up the land for delivery of homes by a range of developers and house-builders could help to accelerate delivery as well as add variety. However, this public sector led approach could only be progressed after suitable due diligence is undertaken around likely risks and returns.

10. Due Diligence

10.1 The work around due diligence is focussing on a number of key strands of work:

- **Establishing a realistic land value** – SDC and NYCC have commissioned surveyors to do a full Red Book Appraisal of the site taking into account its current use value and the value with its planning consent
- **Understanding the costs of up-front infrastructure** – Mouchel have been commissioned to review previous studies commissioned by Three Swans and refine the estimated infrastructure costs
- **Understanding ground conditions** - Mouchel have been commissioned to review previous geo-technical and geo-environmental studies commissioned by Three Swans and refine the estimated remediation/ground preparation costs
- **Exploring different public/private delivery models** – to understand the relative risks, rewards, costs and timescales of different delivery options
- **Work on outline legal Heads of Terms** - to ensure all key land, titles and agreements and liabilities are properly known and reflected in any potential land offer.

11. Public acquisition and public/private delivery options

11.1 A public acquisition could take a number of forms including the creation of a special purpose vehicle or joint venture. The options under consideration are as follows

- Public sector purchase site and sell to a developer
- Public sector purchase site and procure a development partner
- Public sector purchase site, deliver infrastructure and then sell to a developer(s) as serviced plots
- Public sector purchase site, deliver infrastructure, procure development partner(s) and sell/manage homes
- Public sector purchase site, deliver infrastructure, construct, and sell/manage homes

11.2 The potential for other public sector partners/funders will also be explored.

11.3 If the public sector take a greater role this is likely to accelerate delivery in next five years compared to the site just being built out by one developer.

12. Funding

12.1 The HCA and both the Leeds City Region and York, North Yorkshire & East Riding LEPS have previously indicated they were willing to make public sector loans of £16.5m to help fund the up-front infrastructure costs for the residential led masterplan as follows:

- YNYER LEP **£8m** in 2016/17 and 2017/18
- LCR LEP **£4.8m** in 2016/17 and 2017/18
- HCA **£3.85m** in 2016/17 and 2017/18

12.2 The HCA and LCR LEP have both re-absorbed funding into their programmes due to the slippage in delivery. However both are committed to providing funding to unlock delivery in the future, subject to detailed business cases. This could potentially be an equity stake in any public sector or public/private delivery model and could go beyond the loans previously offered. The HCA have supported us to submit a Large Sites Capacity Fund bid – we are awaiting the outcome – and they have also identified the recently announced Accelerated Construction Programme as a potential opportunity to help unlock Olympia Park.

13. Next steps

13.1 A summary of the key work required is set out in the Project Plan section above. The key timelines for moving towards a decision on whether the public sector should purchase the site and potentially invest in unlocking the site through up-front infrastructure provision is set out below.

<u>Task</u>	<u>Date</u>
Mouchel complete infrastructure cost estimate	Feb/March 2017
Mouchel complete geo-environmental and geo-technical work and cost estimate of abnormals due to ground conditions	Feb/March 2017
Red book appraisal of land value completed	Feb/March 2017
Complete review of potential public/private delivery options	Feb 2017
SDC/NYCC Executive/Cabinets presented with report on potential options for a public sector led approach to delivery	March – June 2017
Potential bids to HCA and the LEPs for investment in infrastructure to unlock Olympia Park – potentially loans or an equity stake	March – June 2017

14. Governance and decision making

14.1 A final decision on whether to go ahead will require formal approval through the political process following the appropriate due diligence as set out above and completion of a detailed business case/appraisal.

14.2 Potential future reports to Executive:

- Report on the potential public sector and public/private delivery options - March-June 2017
- Report on Mouchel work on infrastructure costs, and geo-technical and geo-environmental costs – March-June 2017
- Report on red book appraisal work and potential land purchase – March-June 2017
- Business case submissions to LEPs/HCA for infrastructure funding/investment – March-June 2017

14.3 If, after appropriate due diligence, the Council decided to take a stake in any land purchase agreement or invest in up-front infrastructure to unlock the site then a report to Full Council may also be needed

15. Five Year Land Supply and accelerating delivery

15.1 For the purposes of its recent five year land supply calculations Council officers have taken a very conservative view that only a small number of the units (125) would be built on Olympia Park in the next five years, with the remaining units being built out over the rest of Local Plan period. The Inspector at the recent Hodgsons Gate appeal at Sherburn in Elmet

concluded that even this figure was very optimistic in the light of no firm commitment from a developer or the public sector.

- 15.2 Although the number of homes we assumed was deliverable in the first five years was very low (125), and now needs to be discounted in the light of the Inspectors report, it should be noted that the five year land supply position can change relatively quickly as new schemes are granted or as sites which are deemed as 'stuck' become deliverable.
- 15.3 We believe the recent work to unlock Olympia Park, as set out in this briefing note, will increase the chances of delivering significant homes on the site in the next five years. This is for a number of reasons:
- The potential for significant investment from the LEPs and the HCA to unlock the site has been re-confirmed – and on potentially better terms with possible equity investment as well/instead of commercial loans.
 - The public sector potentially taking a stronger lead role in delivery is building confidence with potential developers and investors, with renewed interest in developing the site
 - A public sector or joint venture, which divides up the site into a number of smaller development parcels, could result in accelerated delivery as it allows a greater number of developers to work on the site on the same time. For example it could provide opportunities for a mix of smaller builders, national house-builders, custom and self-build, new Council homes, Housing Association homes, and even potentially new modular homes, such as those being developed by L&G Homes, to be built concurrently on the site.
 - The joint work we are doing with the landowner to establish a realistic land value will increase the potential to also secure a lead private sector developer, as an alternative to a public or public/private delivery option.
- 15.4 Following completion of the due diligence, as set out in this report, the public sector should be in a position, by summer 2017 at the latest, to take a view on whether to take a greater role in the delivery of Olympia Park to help accelerate delivery to achieve the benefits set out in this report.

Fig 1 Aerial Photo – Olympia Park



Fig 2 – Olympia Park Masterplan



Olympia Park
Masterplan.pdf



Public Session

Report Reference Number: S/16/5

Agenda Item No: 7

To: Scrutiny Committee
Date: 24 January 2017
Author: Stuart Robinson, Head of Business Development & Improvement
Lead Officer: Julie Slatter, Director of Corporate Services and Commissioning

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

Summary:

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.

Recommendations:

- i. The report is noted.
- ii. That Scrutiny Committee consider any aspect of performance they wish to explore further at subsequent committees.

Reasons for recommendation

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

1. Introduction and background

- 1.1 High level performance reporting of progress against the Council's priorities – as set out in the Corporate Plan 2015-20 – is a key element of the performance management arrangements. The Corporate Performance Report clearly follows the structure of the Corporate Plan, with a report card for each of the four main priority areas.
- 1.2 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)

2. The Report

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

2.2 Summary of progress

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

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

2.3 What went well in quarter 2

- Latest quarterly employment data shows 2500 more working age people in employment. There have also been reductions in the numbers claiming out of work benefits (see p.4 of the attached report)
- Economic Development Strategy and Car Park Strategy both out for consultation (pages 5 & 6 of the attached report).
- Council chosen as a pilot authority for the Government's Brownfield Land Register (p.7).
- Annual Selby Three Swans Sportive was again a big hit in September – inspiring local people to be active and get out on their bikes (p.7)
- Improved re-let times for general needs housing – although there was a slight drop in performance on re-letting sheltered housing (p.8)
- Visits to combined leisure centres increased – both in the short and longer terms. However, visits are not yet up to target levels (p.9).
- Q2 saw the delivery of the first Mental Health Conference to be held in Selby - a great success with 50 delegates attending from the medical, voluntary and community sectors (p.7).
- Community Navigator Programme procured and twelve month pilot commenced in August 2016 to support the provision of volunteer opportunities going forward (p.14).
- We are on track to hit our targets around debt collection – maximising Council income – with performance on collecting business rates particularly strong (p.16)

- Complaints processing times improved – although more complaints were upheld (p.17).

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

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

2.5 Other performance highlights

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

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

3. Legal/Financial Controls and other Policy matters

Legal Issues

3.1 None.

Financial Issues

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

Impact Assessment

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

4. Conclusion

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

5. Background Documents

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Appendices:

Appendix A. Corporate Performance Report Quarter 2 2016/17




Selby District Council


Corporate Performance Report


Quarter 2 2016/17


Key


Projects

-  Cancelled


-  Overdue – Passed completion date


-  Check Progress – Milestone missed


-  In Progress – On track


-  Completed


KPIs


-  Alert – target not met


-  Warning – target not met but within acceptable limit


-  OK – target met/on target

-  Unknown

-  Data Only





-  Trend - Improving

-  Trend - No Change

-  Trend - Getting Worse

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

Q2 2016/17

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







A great place...to do BUSINESS: KPIs

Q2 2016/17

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

A great place...to do BUSINESS: Projects

Q2 2016/17

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

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

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

Q2 2016/17

Key focus of our work

What's gone well; what are we concerned about

Overall Progress

Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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







On track

Great Place...to Enjoy Life: KPIs

Q2 2016/17







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

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

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




A Great Place...to Enjoy Life: Projects

Q2 2016/17

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

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

Q2 2016/17

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





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

Q2 2016/17

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





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

Q2 2016/17

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

Delivering Great Value: Overall Progress

Q2 2016/17

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

Delivering Great Value: KPIs

Q2 2016/17

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

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






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

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

Delivering Priority 4





Delivering Great Value: Projects

Q2 2016/17

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

Other

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

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



Scrutiny Committee Work Programme 2016/17

Date of Meeting	Topic	Action Required
27 September 2016	Grass Cutting	To consider grass cutting in Selby District Council.
24 January 2017	Programme for Growth	To review the Programme for Growth.
	Olympia Park	To review the Olympia Park development.
	Performance Report	To review Performance information.
22 February 2017 (provisional)	Housing Development Programme	To consider the Housing Development Programme
	Air quality in Selby Town	To consider air quality and management within Selby Town
	Performance Report	To review Performance information.

21 March 2017	Performance Report	To review Performance information.
	Highways	To review works undertaken to the Selby by-pass and traffic management issues.
26 April 2017 (provisional)	School Places	To review issues surrounding the allocation and availability of school places in the Selby District.
	Council owned Community Centres	To consider the management of Council owed Community Centres.
	Scrutiny Committee – Annual Report 2016/17	To agree the Annual Report for 2016/17

Please note that any items ‘called in’ will be considered at the next available meeting.

Councillor Call for Action will also be considered at the next available meeting.

Provisional meeting dates:

- 26 October
- 22 November
- 20 December
- 22 February 2017
- 26 April 2017

Selby District Council



Forward Plan of Key Decisions - Incorporating the Private Executive Meeting Notice and the Notice of Intent to make a Key Decision

Executive Members	Name	Contact Details
Leader of the Council and Lead Member for Strategic Matters, External Relations and Partnerships	Councillor Mark Crane	mcrane@selby.gov.uk
Deputy Leader of the Council and Lead Member for Place Shaping	Councillor John Mackman	jmackman@selby.gov.uk
Lead Member for Finance and Resources	Councillor Cliff Lunn	clunn@selby.gov.uk
Lead Member for Housing, Leisure, Health and Culture	Councillor Richard Musgrave	rmusgrave@selby.gov.uk
Lead Member for Communities and Economic Development	Councillor Chris Metcalfe	cmetcalfe@selby.gov.uk

February 2017 to May 2017

Published on 3 January 2017

Definition of Key Decisions

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, this document serves as Selby District Council's notification of key decisions and private items. There is a legal requirement for local authorities to publish a notice setting out the key decisions and decisions which may be taken in private 28 clear days before such decisions are taken.

It contains details of decisions for the next four months and is supplemented by the publication of the agenda 5 clear working days before the meeting. It will be updated and published at the end of each month. All items listed on the attached Plan are key decisions and those which are private items are outlined as such.

A Key Decision is any decision which is financially significant for the service or function concerned because it relates to expenditure or savings of more than £150,000 or which will have a significant impact on people who live and work in an area covering two or more district wards.

If you would like further information on any of the items shown in this forward plan please contact the respective officer(s) for each item.

To make your views known on any of the items you may contact the Councillors shown; alternatively you may contact the officer(s) shown and he/she will ensure that a written note of your views is presented to the decision-maker before a decision is taken.

All meetings* at which key decisions will be considered are open to the public, unless the subject matter is such that Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 allows the matter to be considered in private. For information about attending meetings or for a copy of the Forward Plan, please contact Palbinder Mann, Democratic Services Manager on 01757 292207 or pmann@selby.gov.uk. A copy is also available at the Council's website, www.selby.gov.uk

In relation to **private meetings**, the reason an item is expected to be covered in private will be identified in accordance with the exempt information categories which are set out in Part 1 of Schedule 12A of the Local Government Act 1972 as amended):

Paragraph	Category/explanation
1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person. (Including the authority holding that information)
4	Information relating to any consultations or negotiations or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes – a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation of prosecution of crime.

The document sets out the items which are to be covered in private at the below meetings. Any representations as to why the item should not be covered in private should be sent to Palbinder Mann, Democratic Services Manager on 01757 292207 or pmann@selby.gov.uk.

The Council will publish a further notice 5 clear days before the relevant meeting which will give the Council's response to any such representations.

Important Note

This document sets out the Council's intentions as to future decisions as at the date of publication. However, if circumstances change, the Council reserves the right to publish an updated version of this document and/or rely on the provisions in the regulations as to urgent decisions.

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
01-Feb-17	Executive	3rd Interim Budget Exceptions report	To monitor major revenue and capital budget exceptions and agree remedial action where necessary	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson, Chief Finance Officer E-mail: kiveson@selby.gov.uk Tel: 01757 292056
01-Feb-17	Executive	3rd Interim Treasury Management report	To monitor progress against the Treasury Management Strategy	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson, Chief Finance Officer E-mail: kiveson@selby.gov.uk Tel: 01757 292056
01-Feb-17	Executive	Treasury Management Strategy	To consider the statutory annual Treasury Management, Investment management and Minimum Revenue Provision (MRP) policy and Prudential Indicators	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson, Chief Finance Officer E-mail: kiveson@selby.gov.uk Tel: 01757 292056

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
01-Feb-17	Executive	Housing Development Programme – Redevelopment at Edgerton Lodge	To approve the outline business case for the redevelopment of the former hostel and grounds at Edgerton Lodge in Tadcaster following an options appraisal of the site	Public	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	Dave Caulfield, Director of Economic Regeneration and Place E-mail: dcaulfield.selby.gov.uk Tel: 01757 292073 June Rothwell, Head of Operational Services (Access Selby) E-mail: jrothwell@selby.gov.uk Tel: 01757 292103 Sally Rawlings, Housing Development Manager E-mail: srawlings@selby.gov.uk Tel: 01757 292237
01-Feb-17	Executive	Housing Development Programme - Landing Lane Riccall	Agree the final housing mix for this site	Public/Private - Part of this item will be considered in private as it relates to confidential cost estimates. The public interest lies in taking this information in private as these costings are commercially sensitive and to ensure any future tenders deliver best value	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	James Cokeham, Head of Strategic Planning, Policy and Economic Development E-mail: jcokeham@selby.gov.uk Tel: 01757 292118 Sally Rawlings, Housing Development Manager E-mail: srawlings@selby.gov.uk Tel: 01757 292237

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
01-Feb-17	Executive	Medium Term Financial Plan	To set out final proposals for revenue budgets and the capital programme for the period 2017/18 to 2019/20 following scrutiny and consultation with key stakeholders To consider and make recommendations to full Council on Council Tax levels for the coming financial year	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson, Chief Finance Officer E-mail: kiveson@selby.gov.uk Tel: 01757 292056
02-Mar-17	Executive	Adoption of the Economic Development Strategy	To approve and adopt the Economic Development Strategy	Public	Cllr Chris Metcalfe E-mail: cmetcalfe@selby.gov.uk	Dave Caulfield, Director of Economic Regeneration and Place E-mail: dcaulfield.selby.gov.uk Tel: 01757 292073 James Cokeham, Head of Strategic Planning, Policy and Economic Development E-mail: jcokeham@selby.gov.uk Tel: 01757 292118

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
02-Mar-17	Executive	Housing Management System Replacement	To approve the procurement of a replacement Housing Management system	Private - This item will be considered in private as it relates to confidential cost estimates. The public interest lies in taking this information in private as these costings are commercially sensitive and to ensure any future tenders deliver best value.	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	June Rothwell, Head of Operational Services (Access Selby) E-mail: jrothwell@selby.gov.uk Tel: 01757 292103
02-Mar-17	Executive	Car Park Tariffs	To decide Car Park Tariffs	Public	Cllr Chris Metcalfe E-mail: cmetcalfe@selby.gov.uk	June Rothwell, Head of Operational Services (Access Selby) E-mail: jrothwell@selby.gov.uk Tel: 01757 292103 Drew Fussey, Business Development Officer E-mail: dfussey@selby.gov.uk Tel: 01757 292151

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
02-Mar-17	Executive	Housing Development Programme - phase 2	Approval of a re-configured phase 2 following the review of the Housing Development programme	Public	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	Dave Caulfield, Director of Economic Regeneration and Place E-mail: dcaulfield.selby.gov.uk Tel: 01757 292073 Sally Rawlings, Housing Development Manager E-mail: srawlings@selby.gov.uk Tel: 01757 292237
02-Mar-17	Executive	Car Park Strategy 2017-2020	To approve the Car Park Strategy following public consultation	Public	Cllr Chris Metcalfe E-mail: cmetcalfe@selby.gov.uk	Dave Caulfield, Director of Economic Regeneration and Place E-mail: dcaulfield.selby.gov.uk Tel: 01757 292073 Michelle Dinsdale, Senior Policy Officer E-mail: mdinsdale@selby.gov.uk Tel: 01757 292041 Chris Watson E-mail: cwatson@selby.gov.uk Tel: 01757 292233

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
06-Apr-17	Executive	Housing redevelopment - Byram Park Road Flats/Woodlea	To approve the contract award for the new build scheme on this site	Public/Private - Part of this item will be considered in private as it relates to confidential cost estimates. The public interest lies in taking this information in private as these costings are commercially sensitive and to ensure any future tenders deliver best value	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	Dave Caulfield, Director of Economic Regeneration and Place E-mail: dcaulfield.selby.gov.uk Tel: 01757 292073 Sally Rawlings, Housing Development Manager E-mail: srawlings@selby.gov.uk Tel: 01757 292237

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Public/Private	Lead Councillor	Lead Officer/Report Author
06-Apr-17	Executive	Housing Development Programme - Landing Lane Riccall	Approval of loan and grant (and land transfer) to Selby & District Housing Trust for the redevelopment of the garage site at Landing Lane, Riccall for affordable housing	Public/Private - Part of this item will be considered in private as it relates to confidential cost estimates. The public interest lies in taking this information in private as these costings are commercially sensitive and to ensure any future tenders deliver best value	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	Dave Caulfield, Director of Economic Regeneration and Place E-mail: dcaulfield.selby.gov.uk Tel: 01757 292073 Sally Rawlings, Housing Development Manager E-mail: srawlings@selby.gov.uk Tel: 01757 292237