



Meeting: **SCRUTINY COMMITTEE**
Date: **THURSDAY 28 SEPTEMBER 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 a correct record the minutes of the meeting of the Scrutiny Committee held on 6 July 2017 (pages 5 to 8 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 – report S/17/4

To receive the report of the Head of Economic Development and Regeneration which updates the Committee on the Council's Programme for Growth (P4G) (pages 9 to 38 attached).

6. Olympia Park Development – report S/17/5

To receive the report of the Head of Economic Development and Regeneration which updates the Committee on the Olympia Park Development. Report to follow.

7. Corporate Performance Report for Q1 2017/18 – April to June

To receive and note the report of the Head of Business Development and Improvement which updates the Committee on the delivery of the Council's Corporate Plan priorities.

This is the report considered at Executive on 7 September 2017. An extract from the minutes of the Executive meeting is also included (pages 39 to 54 attached).

8. Leisure Annual Review - (verbal report)

To receive a verbal report from the Head of Commissioning, Contracts and Procurement on the Leisure Annual Review and concerns expressed at the last meeting of the committee on 6 July 2017.

An electronic version of the 2016/17 Leisure Annual Report will be emailed to Councillors when the agenda is published. Hard copies will be made available at the meeting.

9. Financial Results and Budget Exceptions to 30 June 2017

To receive and note the report of the Chief Finance Officer which updates the Committee on the financial results and budget exceptions to 30 June 2017.

This is the report considered at Executive on 7 September 2017. An extract from the minutes of the Executive is also included (pages 55 to 76 to attached).

10. Treasury Management Monitoring Report for Q1

To receive and note the report of the Chief Finance Officer which updates the Committee on the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.

This is the report considered at Executive on 7 September 2017. An extract from the minutes of the Executive is also included (pages 77 to 86 attached).

11. Scrutiny Committee Work Programme

To review the Scrutiny Committee Work Programme 2017/18. Copies of the current Work Programme and the Executive Forward Plan are included for information (pages 87 to 96 attached).

Gillian Marshall
Solicitor to the Council

Dates of next meeting
Thursday 26 October 2017 (provisional date)
Thursday 23 November 2017 (provisional date)

Enquiries relating to this agenda, please contact Vicky Foreman on:
Tel: 01757 292351, Email: vforeman@selby.gov.uk.

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Scrutiny Committee

Venue:	Committee Room
Date:	Tuesday 6 July 2017
Time:	5.00 pm
Present:	Councillors Mrs S Duckett (Chair), I Chilvers, Mrs J Chilvers (sub for Mrs D White), M Jordan (sub for D Buckle) and D Mackay
Apologies:	Councillor Mrs W Nichols, D Buckle (sub M Jordan) and Mrs D White (sub Mrs J Chilvers).
Officers present:	Stuart Robinson, Head of Business Development and Improvement, and Palbinder Mann, Democratic Services Manager.
Public:	0
Press:	0

1. APOLOGIES FOR ABSENCE

Apologies were received from D Buckle, Mrs W Nichols and Mrs D White.

2. MINUTES

The Committee considered the minutes of the Scrutiny Committee held on 23 March 2017.

It was noted that Councillor Mrs S Duckett was present at the meeting however had been listed as giving her apologies.

RESOLVED:

To approve the minutes of the Scrutiny Committee meeting held on 23 March 2017 with the above amendment for signature by the Chair.

3. DISCLOSURES OF INTEREST

There were no disclosures of interest.

4. CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

There was no address from the Chair.

5. START TIME OF MEETINGS FOR 2017/18

The Committee considered the start time of meetings for 2017/18 and agreed that it should remain at 5pm.

RESOLVED:

To maintain the start time of Committee meetings at 5pm.

6. FORWARD PLAN

The Committee queried why the Council was funding a new roundabout for Staynor Hall when usually the funding roads and highways was the responsibility of the County Council. It was agreed a response would be sought on this.

7. CORPORATE PERFORMANCE REPORT QUARTER 4 (JANUARY TO MARCH)

The Head of Business and Improvement presented the report which provided an update on the delivery of the Council's Corporate Plan 2015-20.

The Head of Business and Improvement provided an update on the issues raised by the Committee at the last meeting. This was as follows:

- Missed bin collections had increased again in quarter four. It was explained however that, at 78 missed bins out of a 231,000 the number of missed bin collections represented a very small proportion of the overall bin collections in the district
- The number of visits to the Council's leisure centres had increased in quarter four, in part due to a post-Christmas promotional campaign.
- There had been a reduction in the shortfall for the savings target which now stood at £51,000 by the end of quarter four.
- The Council had signed up to a county-wide empty homes strategy. It was explained that a joint working group has been created and that the Council was now developing a localised action plan.

- Sickness absence of staff was still a concern in quarter four. The Committee were informed that procedures had been reviewed and training for new managers had been rolled out on how to deal with sickness absence.

The following discussion took place in relation to the performance update for quarter four:

- Concern was raised at the number of empty homes in the district and it was felt work should be progressed to deal with this issue. The Committee asked for an update on the number of empty homes and progress on reducing the number.
- Concern was raised at the lack of progress with the Olympia Park development in comparison with the Kellingley Colliery site which had seen major development. The Committee queried why one project was developing quicker than the other and it was felt that this should be discussed when the item was considered at the next meeting of the Committee.
- The Committee raised concern at the cleanliness of the Leisure Centre in particular the changing rooms and it was felt representatives from Inspiring Healthy Lifestyles should be invited to the next meeting to discuss this.

Additionally, the Committee suggested that it would be helpful in the future to include remedial actions and progress on delivering them in the exceptions report.

8. SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered the Work Programme. The following was discussed:

- Progress should be chased on empty homes as discussed above.
- The Committee was concerned at the media reports of the possible closure of the Selby War Memorial Hospital and it was agreed this would be looked into.
- It was agreed to add an item on Selby Leisure Centre to address the concerns mentioned above.
- It was agreed that it would be looked into to form a Task and Finish Group to consider the Council's emergency planning arrangements in light of the national incidents.

RESOLVED:

To update the work programme with the above comments.

The meeting closed at 5:51pm.



Public Session

Report Reference Number S/17/4

Agenda Item No: 5

To: Scrutiny Committee
Date: 28 September 2017
Author: James Cokeham (Head of Economic Development and Regeneration)
Lead Officer: Dave Caulfield (Director of Economic Regeneration & Place)

Title: Programme for Growth 3: Establishment & Update

Summary:

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

Recommendations:

- i. **That Scrutiny Committee notes the content of this report and provides comments on progress with P4G3 projects.**

Reasons for recommendation

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

1. Introduction and background

- 1.1 Programme for Growth (P4G) was first established in 2011 as a means of focussing and managing investment in the Council's key priorities. Now in its third iteration (from 2017/18), Programme for Growth 3 (P4G3) is the critical

delivery mechanism for the Council's ambitious Corporate Plan (2015-2020) and growth-focussed Economic Development Framework which aim to make Selby District 'a great place'.

2 The Report

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

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

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

- Construction of Selby Leisure Village/The Summit (£6m);
- Implementation of 'Ready for Work' Graduate Programme (£31k);
- Purchase of Burn Airfield (£1.8m);
- Support for Sherburn Retail Experience (£100k);
- Commissioning of Economic Development Framework (£50k);
- Completion of new housing at St Joseph Street, Tadcaster (£31k); and
- Improvements to Town Gateways (£4k).

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

- An increase in physical activity for all age groups;
- Providing employment opportunities for local people;
- Encouraging residents to spend their money in the District;
- The intake of 4 graduates through the Local Government Association's National Graduate Development Programme and the successful completion of this programme;
- A clear understanding of the District's economic priorities and the resources required to deliver them;
- Delivery of 2 homes for affordable rent and 1 market house for sale;

- The installation of artwork on two roundabouts in the greater Selby area, enhancing the visitor experience and generating income through advertising.

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

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

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

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

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

- The need to build internal capacity/expertise in key areas, including economic development and community engagement;
- Develop project management disciplines and hold delivery partners to account;
- Reconfirm the Council's role as a commissioner/enabler, rather than a deliverer; and
- Focus on a smaller portfolio of projects to deliver against key corporate priorities.

2.8 In total, out of an overall P4G2 budget of £9.58m, £8.02m was spent at the conclusion of the programme in March 2017. A full project breakdown is provided at Appendix A.

2.9 Programme for Growth 3 (2017/18 – 2019/20): Work began to frame and establish P4G3, the next iteration of the Council's strategic investment programme, at the joint workshop on 22nd September 2016 described above.

2.10 The Medium Term Financial Strategy which was approved by Council on 20th September 2016 proposed an indicative £10m fund for P4G3 over its three-year implementation period, subject to final New Homes Bonus figures (currently up to £880k per annum but under review by Government), and business rates receipts from renewable energy facilities (potentially up to £5m per annum subject to the outcome of 100% business rates retention).

2.11 The programme is the critical delivery mechanism for the Council's ambitious Corporate Plan. P4G3 was endorsed by full Council as part of the budget approved in February 2017 and comprised of a targeted suite of 5 'programme themes', drawn from the Council's Corporate Plan and Economic Development Framework:

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

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

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

- Providing 'up front' budgets for strategic enabling, whilst retaining a 'Project Delivery Fund', for implementation of the outcomes that emerge from this work and allowing flexibility to respond to new and/or emerging opportunities;
- Funding a number of new internal officer posts - £3m has been allocated from P4G3 to "internal capacity" (see table in the Finance section below). This has funded the Organisational Structure needed to deliver the Council's economic and growth ambitions, with capacity going into Planning, Housing, Economic Development & Regeneration, Communications, Legal and other key roles needed to enable the Council to deliver its corporate ambitions. This allocation of £3m covers a three-year cost.

2.13 A schedule of projects for delivery in 2017/18 was also agreed (see Appendix B), subject to the creation of full project briefs/business cases in consultation

with portfolio holders. For the most part, these projects provide the strategic enabling highlighted above to focus project delivery and/or unlock key District development sites.

- 2.14** Because of the time it has taken to recruit new staff as part of the corporate restructure and ongoing discussions with partners, some projects have not advanced as swiftly as envisaged. However, good progress has been made on project inception with briefs agreed for several projects and work underway. A number of projects are also in development that it is expected will result in significant funding requirements through P4G3. Project ideas will be influenced and informed by the Council's Corporate Plan and growth-focused Economic Development Framework, previous P4G reviews and new ideas linked to the Council's commercialisation agenda.
- 2.15** P4G3 Full Establishment: The P4G is a significant Council investment programme. An update to Scrutiny Committee on the delivery and evaluation of P4G2 and proposals for the establishment of P4G3 sought Scrutiny Committee's input to form the third iteration of the programme (meeting held on 24th January 2017). In order to drive forward delivery of P4G3, the need to establish some strong foundations has been recognised. There is also a need to provide greater transparency and ensure the programme is appropriately managed and delivered.
- 2.16** A number of actions were presented to the Executive (meeting held on 7th September 2017) to strengthen the management and delivery of P4G3:
- ***Production of a succinct programme guidance note for officers and Members:*** this will clarify the P4G's key themes (already established), strategic context (Corporate Plan/Economic Development Framework), programme outcomes/priorities (businesses supported, homes delivered etc. linked to KPIs in Corporate Performance Framework) and provide clarity on the project brief process for Council officers and Members;
 - ***Amendment of the Council's standard project brief/PID to create a P4G project brief form:*** this form is succinct, effective and well-used across the organisation. It will be slightly amended to ensure project focus and scrutiny on P4G3's themes, strategic context, growth-focussed outcomes and any financial/non-financial returns and appended to the guidance note;
 - ***Quarterly P4G3 updates to Executive & Scrutiny Committee:*** Updates from the Head of Economic Development & Regeneration to the Executive on overall programme delivery and financial position, followed by corresponding update to Scrutiny Committee. This will allow opportunities to discuss potential carryover of

undelivered projects (or 'return to pot'), increase programme transparency and show a cohesive and joined-up approach.

The above mentioned actions were endorsed by the Executive.

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

3 Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

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

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

- 3.3 £2.384m is allocated to P4G3 projects, with a further £3m allocated from P4G3 to “internal capacity”, funding a number of new internal officer posts in the Organisation Structure over a three-year period. Assuming an indicative £10m allocation along with funding rolled forward from previous programmes a potential £5.550m would be available for a project delivery fund. It is stressed that this remains indicative until it is included in the budget.
- 3.4 One of the key financial aspects of the programme is the resulting growth in key income streams such as council tax, business rates and direct returns on investments. These savings are expected to be realised from 2019/20 onwards.
- 3.5 Although spend at the end of Q1 2017 on the above programme has been limited with the exception of the Tour De Yorkshire and Strategic Sites, good progress has been made on a number of projects with projects scoped, briefs agreed and work being delivered. Project briefs and further development work are being progressed on the remainder although slippage is anticipated on some schemes because of the time taken to recruit new staff as part of the corporate restructure.

4. Conclusion

- 4.1 P4G3 is the critical delivery mechanism for the Council’s ambitious Corporate Plan and growth-focused Economic Development Framework. The above report summarises overall progress on P4G to date and updates Scrutiny Committee on the recommendations endorsed by the Executive to strengthen

the delivery and management of P4G3 and ensure greater transparency and broader member involvement.

5. Background Documents

Contact Officer:

James Cokeham
Head of Economic Development & Regeneration
Selby District Council
jcokeham@selby.gov.uk

Appendices:

Appendix A: P4G2 Project Breakdown

Appendix B: P4G3 2017/18 Project Schedule

P4G2 Project Breakdown

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

			NYCC on a project called Healthier Choices. The scheme recognises and promotes business selling food and drink as having healthier choices to their customers. Trading standards colleagues visited the Summit giving it a Silver star rating. This project is a positive move for the Summit as it will go on the Health Choices website from NYCC as a place in Selby to visit and get healthy food choices	
Growing Enterprise	175,000	32,495	Completed - Business networks still being supported, and contributions made to broader Leeds City Region business support projects (Ad:Venture & Digital Enterprise) and local growth programme. Unspent element of budget carried over for P4G3.	Project carried over for implementation in P4G3.
Marketing Selby's USP	62,664	4,750	Will be committed, plans in place for Communication and engagement campaigns created for 4 areas which will determine the actions for each priority; 1. Overall 'Place Branding'; 2. Communications & Marketing to support the visitor strategy; 3. Planning Service narrative and 4. Business Investment communications. This is expected to be delivered during 2017/18.	Project carried over for implementation in P4G3.
Retail experience: Tadcaster Linear Park	180,000 (including £80k grant from Tadcaster Town Council)	375	Tadcaster Riverside Park project is currently underway and will be delivered in 2017/18. The fund will be spent as well as a match fund from Tadcaster Town Council of £80,000 and in kind contributions from NYCC and contractors.	Project carried over for implementation in P4G3.

Retail experience: STEP	151,576	17,550	Outstanding works to be delivered on improvements to the town street scene. These are being costed and will be delivered in 2017-18. Further engagement with the STEP on street scene and Towns Visioning likely to ensue over 2017 which will further inform spend on this fund. Two events identified for the town in 2017 that may require investment at this stage, circa £5-6k. All in line with STEP strategy for 2014-17.	Project carried over for implementation in P4G3.
Empty homes	115,475	0	Brought 2 previously empty properties back into use during 2016/17. These have been in villages around Selby and in both cases no enforcement action was necessary. Proactive work during the final quarter of the year but this has now been completed and the organisational review has created a Private Sector Housing resource which includes a dedicated Empty Homes role within the council. We are in the process of adopting the York and North Yorkshire Empty Homes Strategy and will develop a local action plan to support our aspirations.	Project carried over for implementation in P4G3.
Housing Trust	133,750	34,399	Work to support the housing development programme for SDHT to provide affordable rental property in the district.	Project carried over for implementation in P4G3.
Strategic Sites	285,000	163,306	Funds used to help unlock strategic sites including developing plans for the area around Selby Station, Kellingley Colliery, Portholme Road, Rigid Paper Mills and Olympia Park.	Project carried over for implementation in P4G3.

Sherburn All-Weather Pitch	200,000	0	Project to be delivered during Q1 2017/18. Executive decision to support was received on 18.05.17.	Project carried over for implementation in P4G3.
Town Masterplanning	250,000	56,180	Project rolled over for P4G3. Briefs currently being finalised, with Towns Visioning and action plans to be rolled out in 2017/18.	Project discontinued and remaining budget returned for reallocation in P4G3 Delivery Fund.
Construction Skills Hub	20,000	0	Project on hold pending further productive discussion with Selby College and ongoing feasibility work on Olympia Park. Roll into Project Delivery Fund for P4G3.	Project discontinued and remaining budget returned for reallocation in P4G 3 Delivery Fund.
Community Skills/Capacity Building	100,000	0	The Economic Development Framework is due for adoption which was pivotal to this scheme. The new Senior Management Team is developing relevant and up to date project briefs of which this requires closure and a re-focus of the brief to a new action plan, therefore budget can be returned for reallocation to P4G3 until required.	Project discontinued and remaining budget returned for reallocation in P4G3 Delivery Fund.
Green Infrastructure	20,000	0	Work now delivered in-house by Planning Policy team as part of PLAN Selby development.	Project discontinued and remaining budget returned for reallocation in P4G3 Delivery Fund.
TOTAL	9,578,660	8,019,110		

P4G3 2017/18 Project Schedule

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Selby District Council

REPORT

Reference: E/17/21

Item 7 - Public



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

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

1. Summary:

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

2. Recommendations:

- 2.1 The report is noted and approved.
- 2.2 Executive consider any further action they wish to be taken as a result of current performance.

3. Reasons for recommendation

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

4. Introduction and background

4.1 High level performance reporting of progress against the Council's priorities – as set out in the Corporate Plan 2015-20 – is a key element of the

performance management arrangements. The Corporate Performance Report clearly follows the structure of the Corporate Plan, with a report card for each of the four main priority areas.

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

5. The Report

- 5.1 The specific focus of this report covers the period April to June 2017. Around 20% of the new structure remained vacant throughout most of quarter 1 – although vacant posts are now being filled. However, the Corporate Plan 2015-20 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities.

5.2 Summary of progress

The Corporate Performance Report (see appendix) sets out the detail in terms of progress (or otherwise) against the Council's priorities during quarter 1. In terms of a summary:

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

- 78% of KPIs are on target.

5.3 **What went well in quarter 1**

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

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

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

6. Legal/Financial Controls and other Policy matters

Legal Issues

6.1 None

Financial Issues

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

Impact Assessment

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

7. Conclusion

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

8. Background Documents

Contact Officer:

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Selby District Council
srobinson@Selby.gov.uk

Appendices:

Appendix A. Corporate Performance Report Quarter 1 2017/18



Delivering corporate priorities

Corporate Performance Report

Quarter 1 2017/18

Key focus of our work

What's gone well; what are we concerned about

Overall Progress

Delivering Priority 1 - A great place...to do Business

Secure new investment in the district

(Lead Director: D Caulfield)

What's gone well this quarter:

- Planning permission granted for the redevelopment of the Kellingley Colliery site. This will provide 1.45m ft2 of B1/B2/B8 industrial/warehouse accommodation and ancillary office space.
- Key appointments made in the Council's new Economic Development team, including a Senior Inward Investment Officer and Senior Business Advisor.

**Some concerns****What are we concerned about:**

- Infrastructure and labour market challenges in key development locations, highlighted in the Council's Economic Development Strategy, remain and will be managed through the supporting Action Plan.

Improve employment opportunities

(D Caulfield)

What's gone well this quarter:

- A new 'Key Account Management' function at the Council established. This will allow us to react to key challenges/opportunities that our businesses face in a significantly more responsive fashion, improving customer service and enhancing the potential for future investment.
- Delivery of 'Ad;Venture' and 'Digital Enterprise', two EU funded business support programmes, began in the District.

**Some concerns****What are we concerned about:**

- High quality start-up and incubation space for SMS businesses across has emerged as a concern. We will investigate further, evidence gaps and work with private and public sector partners to define solutions.

Improve access to training and skills for work

(D Caulfield)

What's gone well this quarter:

- The Aspiration Building, a new facility focussed on construction skills and trades, opened at Selby College. Funded by the Leeds City Region Local Enterprise Partnership, the facility provides specialist skills provision in a key growth sector for the District.

**Some concerns****What are we concerned about:**

- Latest ONS data on adult skills suggests there are more adults in the district with no qualifications – and fewer qualified to level 4+
- A more joined up approach to tackling local labour market challenges with JobCentrePlus is needed - work is in hand to coordinate this.

Help Selby, Tadcaster and Sherburn reach their potential (D Caulfield)**What's gone well this quarter:**

- Tour de Yorkshire Stage start at Tadcaster – part of our investment in supporting the community following the 2015 floods. Subsequently, new events committee formed by the local community to deliver future activity and local Trader's Assoc. formed to support businesses.
- Work with the Selby Town Enterprise Partnership to plan a series of Christmas campaigns to support Small Business Saturday and encourage shopping in the high street.
- Selby Arts Festival sold out key headline events with many more accessible activities planned for the week in July.
- Project brief complete; await proposal to commission production of a visitor economy strategy and action plan. Due to commence Q2.
- Dransfield Properties completed work on the three new retail units, and three adjoining apartments, on New Lane in Selby.

**On track****What are we concerned about:**

- n/a

Delivering Priority 2 - A Great Place...to Enjoy Life

Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

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

 **On track**

What are we concerned about:

- n/a

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

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

 **On track**

What are we concerned about:

- n/a

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

Empowering and involving people in decisions about their area and services

(Lead Director: D Caulfield)

What's gone well this quarter:

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

 **On track**

What are we concerned about:

- n/a

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

What's gone well this quarter:

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

 **On track**


What are we concerned about:

- n/a

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

What's gone well this quarter:

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

 **On track**

What are we concerned about:

- n/a

Delivering Priority 4 - Delivering **Great Value**

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

(Lead Director: J Slatter)

What's gone well this quarter:

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



Some concerns

What are we concerned about:

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

Commissioning those best placed to deliver services on our behalf

(J Slatter)

What's gone well this quarter:

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



On track

What are we concerned about:

- n/a

Making sure we communicate well with customers to help us understand what matters, to listen and learn and to enable us to offer the right support

(J Slatter)

What's gone well this quarter:

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



On track

What are we concerned about:

- n/a

Helping people access services digitally

(J Slatter)

What's gone well this quarter:

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



On track

What are we concerned about:

- n/a

Summary

67% KPIs improved

78% KPIs on target

91% Projects on track

Indicator/action	Exception	Actions/Comments
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Performance concerns - KPIs

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

Positive performance - KPIs

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

Delivering corporate priorities: KPIs

Q1 2017/18

Key:









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










































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

Delivering corporate priorities: KPIs

Q1 2017/18

Key:







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












KPI	Direction of Travel	Previous YTD (Q1 16/17)	17/18 Target	Previous Value (Q4 16/17)	Latest Value (Q1 17/18)	Short Term Trend	Long Term Trend	Traffic Light
Average days to process Change of Circumstances	Aim to Minimise	5.17 days	8.40 days	4.93 days	6.02 days			
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	80.00%	60.00%	87.50%	91.67%			
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	82.33	75.00%	72.73	90.34%			
Total number of (stage 1) complaints received	Aim to Minimise	24	-	16	9			
% (stage 1) complaints responded to in required timescale (20 days)	Aim to Maximise	54%	90%	81%	71%			
% of Stage 2 complaints fully responded to within 20 working days	Aim to maximise	100%	86%	77%	100%			
% Freedom of Information requests responded in 20 days	Aim to Maximise	83.75%	86.00%	83.95%	83.97%			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.33 min	10.00 min	6.35 min	7.33 min			
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.77 min	2.00 min	1.41 min	1.92 min			
% of people accessing SDC services online in relation to other channels (to be defined)	Aim to Maximise	-	-	-	-	-	-	-
% eligible employees receiving appraisal in last 12 months (to be defined)	Aim to Maximise	-	-	-	-	-	-	-
Health & Safety: Accidents in the last 12 months	Aim to Minimise	2	12	10	3			
% employees satisfied (survey due in Q3)	Aim to Maximise	-	-	-	-	-	-	-
% of Council Tax debt recovered	Aim to Maximise	29.99%	30.00%	97.91%	30.06%	n/a		
% of Council Rent debt recovered	Aim to Maximise	93.31%	92.74%	98.20%	93.98%	n/a		
Percentage of Non-domestic Rate debt recovered	Aim to Maximise	28.96%	27.50%	98.20%	27.58%	n/a		
% of Sundry Debt recovered	Aim to Maximise	46.62%	46.62%	92.50%	42.55%	n/a		
Amount of Business Rates Retained (£s)	Aim to Maximise	7,448,499	7,500,000	7,505,257	9,703,638			

Delivering corporate priorities: Projects

Q1 2017/18

Key:

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

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

Context indicators

Q1 2017/18

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

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

34. CORPORATE PERFORMANCE REPORT – QUARTER 1 – 2017/18 (APRIL TO JUNE)

Councillor Mackman, Executive Lead Member for Place shaping introduced the report that provided a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against projects/high level actions and performance against key performance indicators.

The following discussion took place:

- There had been a positive performance with regard to missed bin collections in quarter one where there were now only 40 missed collections out of 231,000.
- Although the number of complaints submitted to the Council had decreased, the Council was not responding to some complaints that were submitted within time and improvement was needed in this area.
- In response to a previous request for information, it was noted that there had been 131 freedom of information requests submitted in quarter one.
- With regard to the drop in visitors to Selby Leisure Centre, it was noted that the reported figure may have been lower due to a fault in one of the counting machines.
- In response to a query concerning the median gross weekly pay for full time workers, the Head of Business Development and Improvement explained that the Council took the data from the Office of National Statistics' Annual Survey of Hours and Earnings (via Nomis). The Executive was informed that the information outlined a yearly snap shot of annual earnings relating to employees on adult rates of pay who had been in the same job for more than one year. It was noted that the information did not cover the self-employed or employees not paid in the reference period.
- The Executive highlighted the high performance figure in relation to repairs to Council owned properties and praised the staff for their work.
- Concern was raised at the rise of staff absence which was now 50% above the target.
- The Executive welcome the good performance in relation to new developments in particular, the progress on house building with 560 new homes being built in 2016/17 against a target of 450 and that over 90% of planning applications were now being dealt with within agreed timescales, which well exceeded government targets.

- The Executive felt that there should be increased promotion of the positive work done at the Council

RESOLVED:

To note and approve the report.

REASON FOR THE DECISION

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

Selby District Council

REPORT

Reference: E/17/23

Item 9 - Public



To: Executive
Date: 7 September 2017
Status: Key Decision
Report Published: 30 August 2017
Author: Peter Williams, Head of Finance
Executive Member: Cllr C Lunn, Executive Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30 June 2017

Summary:

At the end of quarter 1, the full year forecast for the General Fund shows an estimated surplus of (£32.5k) and the HRA an estimated surplus of (£379k) against the approved budget. The main drivers of these variances can be found in the report below and also in Appendix A.

General Fund (£k)	Budget	Forecast	Variance
Net Expenditure	0	33	33

HRA (£k)	Budget	Forecast	Variance
Net Expenditure	0	379	379

Planned savings for the year have already been achieved in the HRA. A number of General Fund savings have also been achieved in Q1, but there is still a further £74k of savings to be achieved in the remaining part of the year. Details of the planned savings and their status can be found in Appendix B.

The capital programme is currently forecasting an underspend of £0.67m, £0.33m on the General Fund programme and £0.34m on the HRA programme. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth 3 was established as part of the budget setting process last year. The Tour De Yorkshire event took place in April and work has begun on the strategic sites. The other areas of the programme which are defined in five themes are currently in the process of being drafted. A summary of progress is set out in Appendix D.

Recommendations:

- i. **The Executive endorse the actions of officers and note the contents of the report.**
- ii. **The Executive approve a permanent virement of £5k from CEF Administration Support budget to Democratic Services Salaries to fund grade increase of additional duties supporting the CEFs.**

Reasons for recommendations

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

1. Introduction and background

1.1 The revenue budget was approved by Council on 21 February 2017:

Approved Budget	General Fund £000's	HRA £000's
Net Revenue Budget	11,644	11,016
Dwelling rents	0	(12,070)
Council Tax	(5,203)	0
Settlement Funding including RSG/NDR and other Grants	(5,062)	0
Collection Fund Surpluses	(262)	0
Savings Target	(740)	(140)
Net (deficit)/surplus transferred from/to reserves (GF – Business Rates Equalisation and HRA – Major Repairs)	(377)	1,194
Net Revenue Budget	0	0

2. The Report

2.1 Details of forecast variances against budget are set out at Appendix A.

General Fund

General Fund Account - Q1 2017	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,644	11,616	28
Settlement Funding including RSG/NDR and other Grants	(5,062)	(5,067)	5
Amount to be met from Council Tax	6,582	6,549	33
Council Tax	(5,203)	(5,203)	0
Collection Fund Surpluses	(262)	(262)	0
Shortfall/(Surplus)	1,117	1,084	33
Savings Target	(740)	(740)	0
Net (Surplus) / Deficit transferred to Business Rates Equalisation Reserve	(377)	(344)	(33)
Net Revenue Budget	0	0	0

The main forecasted variances against the General Fund surplus are:-

- Salary savings of (£71k) across services, this is due to vacancies in the new structure that are currently being recruited to. This position is likely to change over the course of the year and will be closely monitored.
- Overall there are anticipated savings across the waste and recycling contract. Whilst there are increases in contractor costs to reflect higher inflation indexation to that forecasted when the budget was set, these are offset by increased income streams (including sales of bins for new developments, continued proactive marketing of the commercial waste service and recycling income influenced by global prices) giving a net (£35k) saving.
- Investment income is anticipated to exceed target by (£25k), due to buoyant cash balances.
- Lifeline service income - a continued reduction in the Supporting People Grant due to assessment criteria changes has resulted in a shortfall of £52k. In addition to this, despite efforts to increase take up, private payers income has still not achieved target, resulting in a shortfall of £30k, steps are being taken to mitigate this including the launch of new products and holding vacancies.

- Benefit Admin Grant £40k, anticipated overall shortfall in admin grant due to reductions in central allocations, partly offset by additional DWP funds.
- Renewables business rates income has been confirmed for 2017/18 at £7.5m. This funding is to be transferred to replenish earmarked reserves applied to finance the pension fund deficit in 2016/17.

2.2 Housing Revenue Account

Housing Revenue Account – Q1 2017/18	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,016	10,770	246
Dwelling Rents	(12,070)	(12,126)	56
Shortfall / (Surplus)	(1054)	(1,356)	302
Savings Target	(140)	(217)	77
Net (Surplus) / Deficit transferred to Major Repairs Reserve	(1,194)	(1,573)	379

The HRA is anticipating a surplus of £379k. The HRA surplus will be transferred to the Major Repairs Reserve at year end to support the long term management, maintenance and development of council housing. The main forecast variances against budget are:-

- Although the position may change driven by development opportunities savings by not taking on any external borrowing would save approximately (£223k).
- The planned saving expected from the pension deficit reduction is (£77k) higher than anticipated.
- Housing rents are on target to exceed budget by (£56k), this position is likely to change as it is influenced by sales, void turnaround time and new tenancies commencing at target rent.

2.3 Savings

The General Fund has an assumed savings target of £740k agreed as part of the 2017/18 budget process. Some of those savings have been achieved including: PFI, MRP and the pension fund deficit totalling £666k leaving a further £74k to be delivered. It is anticipated this target will be achieved as new savings come forward including the lease of the former Profiles Gym site which will achieve approximately £40k per year through rental income and business rates savings.

HRA savings for the year have been exceeded from its share of the Pension Fund Deficit.

Further details of planned savings can be found in Appendix B.

2.4 Capital Programme

The capital programme is currently forecasting an underspend of £0.67m, £0.33m on the General Fund programme and £0.34m on the HRA programme.

To date there has been limited spend with the General Fund capital programme although designs, tenders and quote requests are being progressed for several schemes including the car park improvement programme. Programmes are still on track to be delivered this year although the in-year timing of some projects is expected to change compared to budget.

Current forecast spend is £6.51m against a budgeted spend of £6.84m. This is mainly driven by forecasted savings on the Police Co-location Project (£186k) and the Disabled Facilities Grant programme (£124k).

The co-location project budget reflects the value of the business case approved by Executive at £415k but this has since been revised and reduced due to changes in the build and office change requirements to £229k.

The DFG grant allocation is paid through the Better Care Fund and this year has seen an increase in the grant monies received. In 2017/18 the Better Care allocation is £379,000, compared with the 16/17 allocation of £346,000. This coupled with our own investment and monies carried forward for committed works provides a total of £574,000 available to spend. The expected spend at this stage is projected to be £450,000.

The increase in funding allows us to offer a more flexible grant provision and the expectation is that that Local Housing Authorities will work closely with colleagues in NYCC and in Health to determine where the additional money is best spent. Currently we are only able to offer Mandatory Grants of up to £30,000. Most grants administered are for less than £3,000 and we are able to meet demand without the need for a waiting list, to date we have not actively promoted grants due to limited budget being available. In order to introduce more flexible, discretionary grants we need to update our Private Sector Assistance Policy and state how we intend to use the money. The private sector stock condition survey that we have recently completed will help us understand where the spend can be targeted and this would be done in consultation with our Better Care Fund partners, this will help to ensure that the additional funding is spent and delivers maximum benefits for local residents. A further update on this will be provided at Q2.

Good progress is being made on the HRA capital programme which shows a forecast spend of £5.77m against a budget of £6.11m. This variance is driven by sizable savings on boiler replacements from failures as a result of the good standard of boilers installed over the past few years.

Consultation work has commenced with residents at Tadcaster that links in to the roofing and pointing schemes whilst the housing development scheme at Eggborough & Byram is now complete with bungalows occupied, final fees and retention costs are still outstanding.

2.5 Programme for Growth

Approved as part of the budget setting exercise for 2017/18, P4G3 has commenced with a targeted suite of 5 programme themes established including Town Regeneration; Tourism & Culture; Housing; Infrastructure and Business. P4G funding was approved as part of the budget setting exercise for 2017/18. Work also continues on schemes carried forward from 2016/17 including growing Enterprise; Marketing Selby USP; Strategic Sites and the Sherburn all weather pitch.

To date progress has been limited on these schemes with the exception of the Tour De Yorkshire and Strategic Sites. Project briefs and further development work are being progressed on the remainder although some slippage is anticipated due to delays in the recruitment process and ongoing discussions with partners. An assessment of expected in-year spend will be carried out for Quarter 2 reporting.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 The revenue position will change over the course of the year as more detailed data becomes available largely resulting from the likelihood of additional income from increased demand for services countered by increased costs – performance will be monitored closely and remedial action will be taken or proposed to the Executive should this be necessary.

Forecasts are based on information available and subject to change as the year progresses, officers monitor actual income and expenditure against budget and forecasts will be refined as necessary. There are contingencies within the budgets to cope with unforeseen pressures.

4. Conclusion

- 4.1 At the end of quarter 1, the outturn is indicating a surplus in both the General Fund and HRA which demonstrates that the Council's spending plans for the year are fully supported and progress against the savings plan is on track.
- 4.2 At this early stage in the year some modest slippage on the capital programmes is forecast and this will be kept under review as the year progresses.
- 4.3 The new Programme for Growth is taking shape and resources are in place to begin delivering approved projects although it is likely that some projects will slip into next year.

Appendices:

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

Appendix B – General Fund and Housing Revenue Account Savings.

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

Appendix D – Programme for Growth.

Contact Details

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BUDGET EXCEPTIONS REPORT

April 2017 - June 2017

General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(125)	(25)	On-going	Earnings from investments are currently expecting to exceed budget, this is due to buoyant cash balances, this will be closely monitored as current interest rate returns may not be achieved going forward.
Customer & Client Receipts	(14,735)	(46)	One-Off	Recycling & Waste Collection income makes up the majority of this variance through latest forecasts on recycling activity and prices, demand for new bins for housing development sites and the continued proactive marketing of the commercial waste service (£78k) and industrial unit ground rent (£9k) through high occupancy of units. This is offset by a anticipated shortfall in private payer lifeline income £30k, the service is reviewing its products and offer to customers in line with market demands in addition recruitment is being carefully managed to mitigate the impact.
Government Grants - Services	(19,464)	86	On-going	This shortfall is due to the continued fall of Supporting People Grant £52k, this continued reduction from on-going assessment is not currently being met by private payers. Continued shortfall of housing benefit admin subsidy £40k and receipt of additional New Homes Bonus Grant (£5k).
Recharges	(3,048)	(8)	On-going	ICT recharge to the NHS for shared wireless network.
Total Variance - General Fund Income		7		

General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	8,639	(90)	On-going	Anticipating a saving on salaries as the new structure recruitment process is completed, a number of vacancies are yet to be filled and the recruitment process continues to fill these roles. Vacancies are being carefully managed to also mitigate other service risks such as the lifeline service.
Transport	155	(7)	On-going	Anticipated saving on travel costs in conjunction with vacancies across services.
Supplies & Services	12,574	57	One-Off	There are numerous variances that make up this shortfall the most significant being Waste and Recycling contract charges £33k, the environmental services contract indexation is applied on the contract anniversary each October and budgets are set based on prior years inflation forecast. Inflation during 17/18 is running at a higher rate than forecast in 16/17 and as such are prudently forecasting contract costs higher than anticipated in 16/17, increased income from commercial waste and recycling collection overcompensates for this based on the latest data. An additional £12k is anticipated for specialist advice to support Development Management and £23k shortfall is estimated for banks charges in relation to the volume of card payments made to the authority. Some savings are anticipated on CCTV services (£12k) and (£5k) for the use of Nightstop.
Total Variance - General Fund Expenditure		(40)		
Total Variances - General Fund		(33)		

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Housing Rents	(12,070)	(56)	On-going	The current forecast suggests an improved position over budget. The final variance will be influenced by the number of sales (5 during Q1) the void turnaround time and new tenancies set at target rent.
Customer & Client Receipts	(240)	9	On-going	Expecting a shortfall in hostel rents and utility recharges which aligns to low numbers of accepted homeless cases.
Total Variance - HRA Income		(47)		

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Premises	742	(16)	One-Off	Numerous smaller items make up this variance, there are anticipated savings on solid fuel servicing (£11k), community Centre utilities, repairs & maintenance (£10k) offset by a £5k estimated shortfall in gas servicing due to an increase in gas users compared to solid fuel.
Supplies & Services	1,435	(10)	On-going	Anticipated savings for the year on Tenant Participation and resource accounting (£10k) based on prior year trends.
External Interest Payable	2,638	(223)	On-going	This saving is based on the assumption that no external borrowing will be taken out for new developments within the HRA this financial year, the use of internal borrowing (using cash reserves) is anticipated rather than PWLB borrowing.
Pension deficit reduction savings	(140)	(77)	On-going	The reduction in pension deficit payments in the HRA as a result of the payment made in 16/17 is higher than anticipated in the budget.
Other		(6)		Other smaller variances
Total Variance - HRA Expenditure		(332)		
Total Variances - HRA		(379)		

SAVINGS PLAN

Indicative Profile - GF

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	July 2017 Update	Current Risk
Pest Control	KC	15	15	15	Low	Contract completed - charge for rats passed on to customers	Low
Income generation	SR	0	0	185	High	Project not yet started. Project to commence Q2 2017/18 with a root and branch review of our approach to fees and charges. Aim to develop proposals for delivery in 2019/20.	High
Process improvements /on-line transactions	JS	0	70	91	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Delivery will be in line with the project plan yet to be finalised with the supplier. Project brief for digital transformation project (channel shift) approved at ELT. Business case being developed which will include specific estimates of savings.	High
Planning service review	JC	0	200	200	Medium	To date there have been no refunds issued, but further work is required to quantify the impact. Form 1 July Approval has been granted to recharge for viability assessments and depending upon requirements could recover up to £30k for 17/18. The Planning sub-committee has been stopped which generates internal efficiencies and savings on Member expenses. Pre-application advice is increasing.	Medium
Asset rationalisation	JS	50	100	100	Medium	Subject to negotiation on Market Cross lease - potential to sub-let after relocation of contact centre to Civic Centre but dependent upon completion of extension - if achievable, likely to be delayed towards end of 2017. Ex Profiles Gym has been let to a tenant generating £27,500 pa income and saving £13,481 NNDR full year.	High
Commissioning & collaboration	JS	0	0	80	High	Provision of Communications support to Ryedale DC expected to bring in £30k in 2017/18. Provision of HR support to Ryedale DC estimated to bring in £15k in 2017/18. No decision taken on whether/how this will be taken forward beyond this year. Currently exploring possibility of Pay & Display ticket sponsorship, if advertising space agreed will cover costs of £6 to £8k pa.	High

SAVINGS PLAN

New SDHT Loans	DC	30	60	100	High	Support for new build acquisitions at Ousegate Selby agreed and now subject to contract with developer. A detailed business case for the development of a new 5-unit scheme at Riccall will soon be submitted to the Executive for approval. A revised Housing Development Programme will also shortly be presented for discussion, which is expected to increase scope, ambition and opportunities for lending significantly.	High
Lending to third parties	DC	0	0	40	High	This work will be considered as adoption of the Economic Development Strategy is achieved, and the Programme 4 Growth 3 is developed.	High
Programme for Growth	DC	0	0	250	High	Work on a new Site & Premises Register will shortly be initiated, and extensive consultation with local small-medium sized enterprises is ongoing. This is expected to highlight a lack of high-quality incubation space throughout the District, and provide potential investment opportunities	High
Tax Base Growth	DC	0	50	75	Medium	Planning income has risen and the Council is investing significantly in capacity to deliver its ambitious growth agenda. Indicative tax base at June 2017 a growth in the tax base of 130.2 properties since April 17.	Medium
Business Rates Growth	DC	0	0	200	High	A new Economic Development team has recently been recruited who will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth.	High
PFI	KI	57	60	60	Low	Completed	Low
MRP	KI	185	185	185	Low	Completed	Low
Pension Fund Deficit	KI	406	419	433	Low	Completed	Low
Total Savings		743	1,159	2,014			
Assumed Savings Target		740	1,053	1,698			
Surplus / (Shortfall)		3	106	316			

NB Low risk savings assumed to be delivered at 100%

SAVINGS PLAN

Indicative Profile - HRA

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk	July 2017 Update	Current Risk
Process improvements /on-line transactions	JS	0	5	194	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Efficiencies to be realised through automation and better access/workflow - baseline position for key processes will be mapped as part of early preliminary work to enable an estimate of benefits and likely realisation timescale. Delivery will be in line with the project plan yet to be finalised with the supplier.	High
Commissioning & collaboration	JS	0	0	20	High		High
Pension Fund Deficit	KI	217	226	235	Low	Completed	Low
Total		217	231	449			
Assumed Savings Target		140	148	310			
Surplus / (Shortfall)		77	83	140			

Low risk savings assumed to be delivered at 100%

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Sport Grounds Improvement Works	30,000	0	0	0	30,000	0	This project is currently out to tender.
Selby Park Improvement Work	45,000	0	0	0	45,000	0	Quotations being sought for this project.
Asset Management Plan - Leisure & Parks	2,940	0	0	0	2,940	0	IHL arranging inspection to ascertain if works are required in this financial year or can be deferred to 2018/19
Industrial Units - Road Adoption	325,000	0	0	0	325,000	0	Work towards this scheme has not yet commenced.
Portholme Road Culvert	288,734	0	0	0	288,734	0	At detailed design stage and final tender, issues were with utilities not being where plans stated. Will require going under Portholme Road and will be pushed back until after the Police move to avoid disrupting emergency traffic.
Bus Station Refurbishment	53,000	0	0	0	53,000	0	Work towards this scheme has not yet commenced.
Police Co-Location Project	413,450	0	0	0	229,708	-183,742	Approval by Executive in July 2016 up to £415k, Work is expected to start on site at the end of August with completion before Christmas. Indicative costs suggested £215k but further requirements for an office and an air conditioning unit have added to this.
Industrial Units Maintenance	47,000	0	0	0	47,000	0	Surveys being undertaken and quotations being sought.
Car Park Improvement Programme	300,000	0	0	0	300,000	0	A design brief is currently being produced.
Website Development (Webchat)	10,000	0	0	0	10,000	0	The business case for Webchat didn't not represent Value for Money. However, funding will be used for necessary changes to the website to support Digital Transformation and Channel Shift. Likely timescale End 17/18, early 18/19.
DIP System upgrade	20,000	0	0	0	20,000	0	Discussions underway with software suppliers to integrate the document management system with back office software (API) This links to the channel shift project and the development of e-forms. £20k will be committed for this project in Quarter 3
GIS System	100,000	25,000	8,735	-16,265	100,000	0	Business Case approved and project progressing with 106 GIS layers now available and the terrier maps being scanned over the summer. Delivery of the project runs through to June 2018.
Benefits & Taxation System upgrade	75,000	0	0	0	75,000	0	This links to the recommendations identified in the Revs & Bens service review and the Digital Transformation projects on channel shift. The business case has been written for channel shift with the emphasis on web forms and a customer portal. We are still waiting for costings following demos. It is the intention that this money will be committed for phase 1 of the Channel shift project by Quarter 3.
IDOX Planning System	60,000	0	0	0	60,000	0	Discussions with the Planning Service and D&S to start following the planning review recommendations report. Scoping the requirements will commence in Q2 alongside discussions with the software suppliers. The introduction of Enterprise workflow and Uniform 11 upgrade will mean that £20k will be committed in Quarter 3.

2017/18 Selby District Council Capital Programme - To 30 June 2017

Appendix C

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	
Committee Management System	18,000	0	0	0	18,000	0	Currently assessing current providers by visiting other authorities. Following this process, specification for tendering will be put together.
Northgate Revs & Bens	7,730	7,730	7,730	0	7,730	0	Completed
Electronic Payments Project	46,680	0	0	0	30,000	-16,680	Linked to the Digital Transformation project. Awaiting costings from software suppliers before completing the Business Case with recommendations. Actual costs and committed spend will be understood throughout Quarter 2
Servers - ICT Infrastructure Replacement	88,751	22,188	33,557	11,369	88,751	0	£25k has been spent on upgrading the SAN storage and £9k to increase the number of remote licences. This enables greater resilience and flexibility to our ICT Infrastructure. The remaining funding is allocated to the purchase of Microsoft Licences for which discussions are underway with suppliers.
Environmental Health System	5,000	5,000	6,000	1,000	8,000	3,000	M3 software will be upgraded in August 17 with £2000 committed. Oracle 12c upgrade for PSN compliance has been scheduled for Quarter 3 at a cost of £2000, similarly likely to overspend which can be managed through savings.
Councillor Tablets	18,340	0	0	0	19,546	1,206	PO to be raised to NYCC for tablets, small overspend to be managed from savings on other schemes.
Mobile Working Solution	249,800	0	0	0	249,800	0	£136k has been allocated to the Housing Management System Project. The remaining is secured to fund mobile working in 17/18.
Housing & Asset Management System	511,780	0	0	0	511,780	0	Intention to award and contract award letters have been sent out. The project plan is to be drawn up and meetings arranged with the preferred supplier to progress as soon as possible and prioritise applications in order to start shutting down the old system to make licence savings.
ICT - Infrastructure Costs	60,000	0	0	0	60,000	0	£40k is allocated to purchase upgraded ESXI hardware and a further £5k is allocated to replace our SAN Switch Ports in 17/18. The remaining £15k is allocated to make Infrastructure and DR improvements such as increasing the Wi-Fi connectivity.
ICT - Desktop Replacement Programme	28,990	0	0	0	28,990	0	£11k allocated to ELT for new devices which have now been implemented. Due to the age of our equipment the remaining budget is allocated to purchasing IT hardware for Officers when equipment fails during 17/18.
Private Sector - Home Improvement Loans	46,500	0	0	0	38,750	-7,750	A number of loans are being processed and expect to meet at least the forecast spend by year end.
Disabled Facilities Grants	573,958	50,000	32,716	-17,284	450,000	-123,958	The current DFG programme is expected to spend around £450k by year end. A review of the DFG service has commenced which will consider how the service can be expanded in line with the additional resources made available through the Better Care Fund.
New Build Projects	3,493,360	0	0	0	3,493,360	0	Funding available to support loans to the Housing Trust
	6,841,073	109,918	88,738	-21,180	6,513,149	-327,924	

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	
Kitchen Replacements	140,000	0	718	718	140,000	0	Contract due to progress at the end of September 2017.
Pointing Works	853,994	0	530	530	850,000	-3,994	Tender Preparation has started.
Electrical Rewires	240,000	40,000	23,662	-16,338	240,000	0	Rolling programme of works.
Bathroom Replacements	30,000	0	690	690	30,000	0	This programme is due to commence January 2018.
Asbestos Surveys	30,000	0	0	0	30,000	0	Continuation of on-going surveys.
External Cyclical Repairs (Painting & Windows)	160,000	0	0	0	160,000	0	Tender Preparation has started.
Central Heating System Replacements	545,000	25,000	14,297	-10,703	250,000	-295,000	On-going rolling programme of works - Significant savings are anticipated this year due lower than expected system failures due to a better standard of boiler being installed over the last few years.
Roof Replacements	532,650	0	1,794	1,794	532,000	-650	A new Works Officer is in place and the Leaseholder consultation process has commenced, this also links in with the pointing works budget.
Damp Works	220,000	55,000	51,060	-3,940	220,000	0	Work continues with a mix of programmed and responsive works including some prevention measures (improving ventilation).
External Door Replacements	130,000	10,000	6,770	-3,230	130,000	0	Programme being formulated
Void Property Repairs	65,000	10,000	5,780	-4,220	65,000	0	work ongoing
Fencing Programme	50,232	12,558	11,825	-733	55,000	4,768	work on going and progressing well
St Wilfrid's Court	13,000	0	0	0	13,000	0	Upgrades to the Lifeline system have not progressed.
Laurie Backhouse Court	28,000	0	0	0	28,000	0	Quotations being sought for lift upgrade
Environmental Improvement Plan	182,555	35,000	27,145	-7,855	160,000	-22,555	Schemes for improvement works being sought
Housing Development Project	53,180	53,180	34,486	-18,694	34,486	-18,694	Savings from the Byram Park Road Flats site clearance
Garage Sites	20,000	2,000	550	-1,450	20,000	0	Upgrade works on going
Ousegate Hostel	60,000	0	0	0	60,000	0	Scheme details being drawn up
Footpath Repairs	30,000	0	0	0	30,000	0	Quotations being for repairs being sought
Estate Enhancements	133,000	10,000	7,730	-2,270	133,000	0	Schemes for improvement works being sought
Phase 1 Hsg Dev. Byram / Eggborough Bungalows	981,640	500,000	480,192	-19,808	980,000	-1,640	Scheme complete for the provision of 15 bungalows in Byram & Eggborough and occupied, last valuation and retention fees left to pay.
Phase 2 Hsg Dev. Byram Park Road	1,612,000	0	5,737	5,737	1,612,000	0	Proposals being put to the Executive for this site in August.
	6,110,251	752,738	672,966	-79,772	5,772,486	-337,765	
Total Capital Programme	12,951,324	862,656	761,704	-100,952	12,285,635	-665,689	

Programme for Growth 2017/18 Project Updates - To 30 June 2017

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Towns Masterplanning	Angela Crossland	150,000	0	150,000	0	Project Brief shared with Lead Members and Leadership Team. Anticipated commissioning process August/September. Project Initiation to follow Plan Selby public consultations.
Visitor Economy	Angela Crossland	270,000	147,777	270,000	0	Projects flowing from the action plans will be subject to individual business case. Final spend on P4G fund for TdY of £151k. With some staffing mitigations, this equals a £14k increase on original £120k budget. Sherburn Festival Grant agreement in place £20k. Project Brief to produce Visitor Economy Strategy and Action Plan completed and awaiting proposal for delivery. Anticipate project initiation beginning Sept 17. Early events programmes developing outside of P4G fund. Available on SDC website and promoted through social media. Impressions analysis available.
Stepping Up' Housing Delivery	James Cokeham	50,000	0	50,000	0	Project discussed with Local Partnerships, brief developed and draft proposal submitted. Agreed with Portfolio Holder to place project on hold until appointment of new Housing & Regeneration team later in year.
Olympia Park	James Cokeham	200,000	0	200,000	0	Due diligence work on deliverability of the original site masterplan is due to conclude in early August. A briefing is booked with the Executive to present this work and outline a new approach to the site. If this is supported, this project will fund feasibility work and preparation of a significant bid to the Homes & Communities Agency through the Housing Infrastructure Fund.
Strategic Sites Masterplanning	James Cokeham	336,382	60,800	336,382	0	Final drafts received from Arup for Selby Station Masterplan, Kellingley Colliery Viability Appraisal, Portholme Road Viability Appraisal, Olympia Park Due Diligence Reports & M62 Corridor Study. Commission to be finalised, signed off and fully invoiced in August 2017. Viability Appraisal completed for Edgerton Lodge, Tadcaster. Likely project will include strategic infrastructure response to Sherburn Employment sites and match funding of Phase I of the Selby Station Masterplan with Trans Pennine Express.
Access to Employment	James Cokeham	100,000	0	100,000	0	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. A Business Forum will be established by the Council's new Senior Inward Investment Officer (started in post on 17/07/17) to fully understand the scope of the issue-this project will then fund a response (along with, it is envisaged, private sector contributions)
Green Energy	James Cokeham	50,000	0	50,000	0	This project will be developed in more detail following recent recruitment in the Economic Development team and the Head of Finance's attendance at an APSE demonstration event in Swindon on 18/07/17.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Growing Enterprise	James Cokeham	140,373	55,373	140,373	0	Match funding contributions paid to EU Leeds City Region business support programmes-Ad: Venture & Digital Enterprise. Outline design of civilization scheme on New Lane, Selby co-funded with Dransfield Properties. This project will fund small business support activity. A brief is being developed, in close consultation with the portfolio holder, by the Council's newly appointed Senior Business Advisor (started in post on 19/06/17) which will set out the scope of the project in detail. The project is also seeking to develop income streams from support provision, which may mean that delivery from this project can extend into the next financial year.
Church Fenton Studios	Dave Caulfield / James Cokeham	300,000	0	300,000	0	Sensitive liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified, but we are hopeful of development in late summer.
Business Space & Accommodation Review	James Cokeham	30,000	0	30,000	0	Project brief in development by Senior Inward Investment Officer and procurement options being discussed with the Procurement & Contracts Team. Completed project expected by February 2018.
Healthy Living Concepts Fund	Angela Crossland	50,213	0	50,213	0	Spend committed for: Holiday clubs have commenced summer 2017 with a focus on engaging parents to design adult activity and nutrition sessions as part of the programme. Selby Big Local are looking to fund the programme once outcomes from this programme are gathered. Multi-agency health action planning is currently underway. Engagement events due throughout Autumn 2017 to complete this and will identify projects for further investment. Small amount also identified to support development of a Park Run initiative.
Marketing Selby's USP	Mike James	57,914	27,585	57,914	0	First priority has been to create a series of 'case studies' that tell the story of the district. These are based on the issues businesses themselves have said are reasons for their success in the district, as well as data gathered as part of the draft Economic Development Strategy. We have 20 case studies in the initial batch, in which we focus on an existing business in the district and link this back to a specific business or quality of life issue on our list of 'key messages'. Feedback from business is that this will work best if the material sits within an independent place brand, rather than this just being linked back to the brand of the Council: this is about branding the place, rather than branding a single organisation. Creating a brand concept has, therefore, become part of the overall project. We're working on the concept of branding the area as being 'at the heart of Yorkshire', as this helps to tell the story of our connectivity (a key business attribute) as well as helping to create an emotional connection: if we're to influence perceptions then we need to develop this type of emotional connection.
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	15,000	180,000	0	Contracts are due to be awarded to approved provider from August 2017 and commencement of the project anticipated Sept/Oct 2017. This will complete the project within 2017-18. Scheme includes Tadcaster town Council funds of £80k.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Retail Experience - STEP	Angela Crossland	123,700	7,000	123,700	0	A 2 yr delivery plan will be put in place to spend this fund. Grants given to support Selby Arts Festival and Selby Food Festival. Small Business Saturday and Shop Local initiatives planned for Christmas 2017
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	115,475	0	At the May Executive Briefing it was agreed to adopt the York and North Yorkshire Empty Homes Strategy 2017-2020 and are currently working to create a local Action Plan for Selby District. A working group has been set up to help develop the action plan and membership of the group includes representation from the Executive. This group has worked to agree a number of key principles in relation to how to target empty homes; the support to offer owners of empty properties, and what enforcement action will be considered. Whilst this work is on-going and whilst we continue to finalise the action plan our Empty Homes Officer is visiting all empty properties to undertake an assessment of the type of property and the condition of the property. This will enable us to target support and enforcement action accordingly. The Empty Homes Officer is a new role that was created during the recent restructure to drive forward the work on empty homes and an appointment made to this role. Once the action plan proposals have been finalised, they will be presented to executive for approval.
Selby District Housing Trust	Julie Slatter / James Cokeham	30,000	0	30,000	0	This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure. The scale of ambition in the emerging Housing Development Programme (to be discussed at Executive Briefing in August) will clarify the resource implications for SDHT and the use of this recurring annual budget.
Sherburn All-Weather Pitch	Angela Crossland	200,000	190,000	200,000	0	Project completed. Awaiting completion certificate then final grant award will be given.
		2,384,057	503,535	2,384,057	0	

35. FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 30 JUNE 2017

Councillor Lunn, Executive Lead Member for Finance and Resources presented the report that presented the financial results and budget exceptions report to 30 June 2017.

The Executive Lead Member for Finance and Resources explained that at the end of quarter one, the general fund showed an estimated surplus of £32.5k and that the Housing Revenue Account showed an estimated surplus of £379k.

In response to queries concerning the lower than expected costs of the Police Co-Location project, the Solicitor to the Council explained that when the project had been considered by the Executive, there had been two options presented and due to it not being possible to proceed with option one, it had been decided to proceed with option two which had resulted in lower costs than budgeted for.

The Executive noted the loss in the Lifeline service income and felt further work was needed to promote the work of the service.

RESOLVED:

- i) To endorse the actions of officers and note the contents of the report.**
- ii) To approve a permanent virement of £5k from Community Engagement Forum (CEF) Administration Support budget to Democratic Services Salaries to fund grade increase of additional duties supporting the CEFs.**

REASON FOR THE DECISION

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

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Selby District Council

REPORT

Reference: E/17/24

Item 10 - Public



To: Executive
Date: 7 September 2017
Status: Key Decision
Report Published: 30 August 2017
Author: John Raine, Head of Technical Finance
Executive Member: Cllr Cliff Lunn, Executive Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Treasury Management – Monitoring Report for Q1

Summary:

This report reviews the Council's Treasury Management Activity for the 3 month period 1st April 2017 to 30th June 2017 (Q1) and presents performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

Investments – The Bank of England cut Bank Rate from 0.50% to 0.25% in 2016 and it is expected to remain at its current level for the remainder of 2017/18. Investment returns of 0.52% have been achieved in the first quarter. High balances are supporting the interest earned budget and income is forecast to exceed budget by £25k.

Borrowing – the council has long term borrowing of £60.3m at 30th June 2017. Interest payments of £2.5m are forecast for 2017/18 (£0.1m allocated to the General Fund; £2.4m to the Housing Revenue Account).

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

Recommendations:

- i. **Councillors endorse the actions of officers on the Councils treasury activities for Q1 and approve the report.**

Reasons for recommendation

To comply with the CIPFA Code of Practice for Treasury Management, the Executive is required to receive and review regular Treasury Management Monitoring Reports.

1. Introduction and background

1.1 Local Government Treasury Management is governed by the CIPFA Code of Practice and in this context is the management of the Council's cash flows, its banking and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. The Council has adopted the Code and complies with its requirements.

2. The Report

2.1 The Council's treasury advisors Capita Asset Services – Treasury Solutions summarised the key points associated with economic activity in Q1 2017/18 up to 30th June 2017:

- The economy showed signs of accelerating again;
- There was an intensifying squeeze on household earnings;
- There was an increase in MPC members voting to raise interest rates;
- A snap General Election delivered a hung Parliament;
- Face to face negotiations with the EU began.

Interest Rate Forecasts

2.2 The interest rate forecasts (last update 7th August 2017) of Capita are as follows:

<i>Date</i>	<i>Bank rate</i>	<i>5 year PWLB*</i>	<i>10 year PWLB*</i>	<i>25 year PWLB*</i>	<i>50 year PWLB*</i>
Current rates	% 0.25	% 1.30	% 2.00	% 2.70	% 2.40
Sept 2017	0.25	1.40	2.10	2.80	2.60
March 2018	0.25	1.60	2.30	2.90	2.70
Sept 2018	0.25	1.70	2.40	3.00	2.80

* Net of certainty rate 0.2% discount

2.3 The Monetary Policy Committee (MPC) cut the Bank Rate to 0.25% on 4th August 2016 in order to counteract a forecast sharp slowdown in growth in the second half of 2016, however, growth has been robust. Furthermore, CPI inflation has risen substantially as a result of the sharp fall in the value of sterling since the referendum. Consequently, Bank Rate has not been cut further.

2.4 Market attention has now switched to whether the MPC could vote to reverse the cut, before embarking on a progressive trend of increases in Bank Rate at a later time when the economic and political situation is more robust to withstand such increases. However a first increase is not anticipated until the second quarter of 2019 after Brexit negotiations have been concluded. If domestically generated inflation (from wage increases within the UK) were to emerge, on the other hand, then the pace and timing of increases in Bank Rate could be brought forward.

Investments

2.5 The investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, the Council's Annual Investment Strategy and Lending List has been aligned to that of NYCC.

2.6 NYCC only invests in highly credit rated institutions using the information from Capita Asset Services. The approved limits within the Annual Investment Strategy were not breached during the first three months of the year.

2.7 The Council's investment activity in the NYCC investment pool up to Q1 2017/18 was as follows:

- Balance invested at 30 June 2017: £40.5m
- Average Daily Balance 2017/18 up to 30 June 2017: £42.3m
- Average Interest Rate Achieved up to 30 June 2017: 0.52%

2.8 Based on the low bank rate, NYCC's current target for investment returns is 0.4%. Interest rates have remained low throughout 2017 to date and the average rate of 0.52% is above the target. In addition the Council's cash balances remain high which is supporting the interest earned budget.

2.9 The Council's budget and current forecast for interest income is as follows:

	Budget	Current Forecast
General Fund	£100k	£125k
Housing Revenue Account	£25k	£25k
Total	£125k	£150k

2.10 The Approved Lending List for the NYCC managed investment pool as at 30th June 2017 is attached as **Appendix A**.

Debt and Borrowing

2.11 The Council's outstanding external debt at 30th June 2017 is as follows:

- PWLB: £53.8m
- Money Market Loans: £6.5m
- Total debt: **£60.3m**
- Average interest rate: 4.19%

2.12 It is a statutory duty for the Council to determine and keep under review its 'Affordable Borrowing Limits'. The Council approved Borrowing Limits (including £1.0m for leases) are as follows:

- Operational Borrowing Limit: £76.0m
- Authorised Borrowing Limit: £81.0m

2.13 A list of the Council's approved Prudential Indicators are shown in **Appendix B**. Officers can confirm that the Prudential Indicators were not breached during Q1.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 As set out in the report.

Impact Assessment

3.3 There are no equality impacts as a result of this report.

4. Conclusion

4.1 Whilst the bank rate remains low, investment returns continue to be depressed although high cash balances are supporting the interest earned budget. Based on current performance and future interest rate projections, interest earned is forecast to exceed budget by £25k although this will be kept under review as the year progresses.

4.2 The Council operated within its approved borrowing limits over the last quarter and prudential indicators were not breached.

5. Background Documents

None

Contact Details

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Appendices:

Appendix A – NYCC approved lending list as at 30th June 2017
Appendix B – Prudential Indicators as at 30 June 2017

NYCC Approved Lending List as at 30th June 2017

Maximum sum invested at any time (the overall total exposure figure covers both Specified and Non-Specified investments)

	Country	Specified Investments (up to 1 year)		Non-Specified Investments (> 1 year £20m limit)	
		Total Exposure £m	Time Limit *	Total Exposure £m	Time Limit *
UK "Nationalised" banks / UK banks with UK Central Government involvement					
Royal Bank of Scotland	GBR	85.0	364 days	-	-
Natwest Bank	GBR				
UK "Clearing Banks", other UK based banks and Building Societies					
Santander UK plc (includes Cater Allen)	GBR	40.0	6 months	-	-
Barclays Bank	GBR	75.0	6 months	-	-
Bank of Scotland	GBR	75.0	6 months	-	-
Lloyds	GBR				
HSBC	GBR	30.0	364 days		
Goldman Sachs International Bank	GBR	40.0	6 months		
Nationwide Building Society	GBR	40.0	6 months	-	-
Leeds Building Society	GBR	20.0	6 months	-	-
High quality Foreign Banks					
National Australia Bank	AUS	20.0	364 days	-	-
Commonwealth Bank of Australia	AUS	20.0	364 days		
Canadian Imperial Bank of Commerce	CAN	20.0	364 days	-	-
Deutsche Bank	DEU	20.0	Temporarily suspended	-	-
Nordea Bank Finland	FIN	20.0	364 days	-	-
Credit Industriel et Commercial	FRA	20.0	6 months	-	-
BNP Paribas Fortis	FRA	20.0	6 months	-	-
Nordea Bank AB	SWE	20.0	364 days	-	-
Svenska Handelsbanken	SWE	40.0	364 days	-	-
Local Authorities					
County / Unitary / Metropolitan / District Councils		20.0	364 days	5.0	2 years
Police / Fire Authorities		20.0	364 days	5.0	2 years
National Park Authorities		20.0	364 days	5.0	2 years
Other Deposit Takers					
Money Market Funds		20.0	364 days	5.0	2 years
UK Debt Management Account		100.0	364 days	5.0	2 years

Based on data from 8th July 2017

Prudential Indicators – As at 30 June 2017

Note	Prudential Indicator	2017/18 Indicator	Quarter 1 Actual
1.	Mid Year Capital Financing Requirement £'000	59,019	59,009
	Gross Borrowing £'000	59,561	59,333
	Investments £'000	38,100	50,059
2.	Net Borrowing £'000	21,461	19,333
3.	Authorised Limit for External Debt £'000	81,000	79,000
4.	Operational Boundary for External Debt £'000	76,000	74,000
5.	Limit of fixed interest rates based on net debt %	100%	100%
5.	Limit of variable interest rates based on net debt %	30%	30%
6.	Principal sums invested for over 364 days		
	1 to 2 Years £'000	20,000	0
	2 to 3 Years £'000	15,000	0
	3 to 4 Years £'000	5,000	0
	4 to 5 Years £'000	5,000	0
7.	Maturity Structure of external debt borrowing limits		
	Under 12 Months %	20%	1.66%
	1 Year to 2 Years %	20%	0%
	2 Years to 5 Years %	50%	10.77%
	5 Years to 10 Years %	50%	0%
	10 Years to 15 Years %	50%	0%
	15 Years and above %	90%	87.57%

Notes to the Prudential Indicators

1. Capital Financing Requirement – this is a measure of the Council's underlying need to borrow long term to fund its capital projects.

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

Scrutiny Committee 28 September 2017

Agenda Item No. 10 – Treasury Management Monitoring Report for Q1

Extract from the minutes of the meeting of the Executive held on 7th September 2017

36. TREASURY MANAGEMENT – MONITORING REPORT FOR Q1

Councillor Lunn, Executive Lead Member for Finance and Resources presented the report that reviewed the Council's treasury management activity for the three month period 1 April 2017 to 30 June 2017 (Q1) and presented performance against the prudential indicators.

The Executive Lead Member for Finance and Resources explained that low interest rates had resulted in investment returns of 0.52% however high balances had meant that the interest earned budget was forecast to exceed by £25k.

In response to a query concerning the Fairer Funding Review, the Executive Lead Member for Finance and Resources explained that the review would look into fairer allocation of funding for authorities across the country

RESOLVED:

To endorse the actions of officers on the Councils treasury activities for Q1 and approve the report.

REASON FOR THE DECISION

To comply with the CIPFA Code of Practice for Treasury Management, the Executive is required to receive and review regular Treasury Management Monitoring Reports.

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Scrutiny Committee Work Programme 2017/18

Date of Meeting	Topic	Action Required
6 July 2017	Annual Report	For the Committee to agree the Scrutiny Annual Report 2016/17.
	Performance	
	Work Programme	To agree the Scrutiny Committee Annual Work Programme.
28 September 2017	Programme For Growth	To receive an update on the Programme for Growth
	Olympia Park Development	To receive an update on the Olympia Park Development
	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Leisure Annual Review (verbal)	To discuss the concerns raised by the Committee at the last meeting.
	Financial Results and Budget Exceptions to 30 June 2017	To consider the financial results and budget exceptions report to 30 June 2017
	Treasury Management - Monitoring Report for Q1.	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.

25 January 2018	Economic Development Strategy Action Plan	To receive an update on the Economic Development Strategy Action Plan
	Programme For Growth	To receive an update on the Programme for Growth
	Housing Development Programme	To receive an update on the Housing Development Programme.
	Financial Results and Budget Exceptions Q2	To consider the financial results and budget exceptions report for Q2
	Treasury Management - Monitoring Report for Q2.	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Corporate Performance Report – Q2	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Emergency Planning	To consider the Council's preparedness for emergencies.
22 March 2018	Financial Results and Budget Exceptions Q2	To consider the financial results and budget exceptions report for Q3
	Treasury Management - Monitoring Report for Q3.	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Programme For Growth	To receive an update on the Programme for Growth

	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
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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 2017
- 23 November 2017
- 21 December 2017
- 22 February 2018
- 25 April 2018

Selby District Council



Forward Plan of Key Decisions October 2017 to January 2018.

This Forward Plan gives notice as requested by the Local Authorities (Executive Arrangements (Meetings and Access to Information) (England) Regulations 2012, of key decisions proposed to be made by the Council's Executive over the next four months and which decisions contain confidential or exempt information as defined in the Local Government Act 1972

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Published on 13 September 2017

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Councillor John Mackman	Deputy Leader of the Council and Lead Member for Place Shaping	jmackman@selby.gov.uk
Councillor Cliff Lunn	Lead Member for Finance and Resources	clunn@selby.gov.uk
Councillor Richard Musgrave	Lead Member for Housing, Leisure, Health and Culture	rmusgrave@selby.gov.uk
Councillor Chris Metcalfe	Lead Member for Communities and Economic Development	cmetcalfe@selby.gov.uk

Selby District Council Leadership Team

Name	Role	Contact Details
Janet Waggott	Chief Executive	01757 292001 / jwaggott@selby.gov.uk
Dave Caulfield	Director of Economic Regeneration and Place	01757 292073 / dcaulfield@selby.gov.uk
Julie Slatter	Director of Corporate Services and Commissioning	01757 292071 / jslatter@selby.gov.uk
Karen Iveson	Chief Finance Officer	01757 292056 / kiveson@selby.gov.uk
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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. Copies of, or extracts from the documents to be submitted to the decision maker may be obtained from the relevant Contact Officer listed in the table below or from Democratic Services, Selby District Council, Civic Centre, Doncaster Road, Selby, YO8 9FT following their publication. Other documents relevant to the matters to be considered may also be submitted to the decision maker and these can be obtained via the same process as mentioned above.

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	Documents to be Submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
19-Sep-17	Special Executive	Car Park Strategy 2017-2020 and Tarriffs	To approve the Car Park Strategy and Car Park Tariffs following public consultation and consideration by Council.	Report of the Director of Economic Regeneration and Place and the Director of Corporate Services and Commissioning	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 June Rothwell, Head of Operational Services (Access Selby) E-mail: jrothwell@selby.gov.uk Tel: 01757 292103
12-Oct-17	Officer	Tender for Procurement of Insurance Services	Report to seek approval to award the Insurance contract to the winning bidder of the Tender Process	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056
12-Oct-17	Executive	Housing Development Programme	Adoption of revised Housing Development Programme	Report of the Director of Economic Regeneration and Place	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 James Cokeham, Head of Strategic Planning, Policy and Economic Development E-mail: jcokeham@selby.gov.uk Tel: 01757 292118 Chris Kwasniewski, Housing Development Consultant E-mail: ckwasniewski@selby.gov.uk Tel: 01757 292299

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Documents to be Submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
12-Oct-17	Executive	Review of Parks and Open Spaces Byelaws	To give approval to apply to the Secretary of State for approval to adopt a new set of byelaws for parks and open spaces	Report of the Head of Commissioning, Contract and Procurement	Public	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	Keith Cadman, Head of Commissioning, Contract and Procurement Email: kcadman@selby.gov.uk Tel: 01757 292252 Aimi Brookes, Contracts Team Leader Email: abrookes@selby.gov.uk Tel:01757 292269
12-Oct-17	Executive	National Non Domestic Rates Local Discretionary Relief Scheme - Consultation Findings	Report informing Executive of consultation outcome and proposal for SDC scheme	Report of the Head of Operational Services	Public	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
12-Oct-17	Officer	Pointing, Brickwork and Stone Repairs Contract	To approve award of pointing, brickwork & stone repairs contract	Report of the Director of Corporate Services and Commissioning	Public	Cllr Richard Musgrave E-mail: rmusgrave@selby.gov.uk	Julie Slatter, Director of Corporate Services and Commissioning E-mail: jslatter@selby.gov.uk Tel: 01757 292071
02-Nov-17	Executive	Edgerton Lodge	Disposal and development options for Edgerton Lodge site, Tadcaster.	Report of the Director of Economic Regeneration and Place	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 James Cokeham, Head of Strategic Planning, Policy and Economic Development E-mail: jcokeham@selby.gov.uk Tel: 01757 292118 Chris Kwasniewski, Housing Development Consultant E-mail: ckwasniewski@selby.gov.uk Tel: 01757 292299

Likely Date of Decision	Decision Maker	Title of Decision/Item	Description of Decision	Documents to be Submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
02-Nov-17	Executive	Financial Results and Budget Exceptions Report Quarter 2	To provide the Executive with details of major variations between budgeted and actual expenditure and income for quarter two of 2017/18.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056
02-Nov-17	Executive	Tresury Management Monitoring Report Quarter 2	To review the Council's borrowing and investment activity (Treasury Management) for quarter two of 2017/18.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056
07-Dec-17	Executive	Draft Revenue Budget and Capital Programme and Medium Term Financial Plan	To consider the draft revenue budget, capital programmes and Programme for Growth for 2018/19 to 2020/2021 prior to public consultation.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056
04-Jan-18	Executive	Housing Rents 2018/19	To present proposals for Housing Revenue rent levels in accordance with Central Government's current policy on rent setting.	Report of the Chief Finance Officer	Public	Cllr Cliff Lunn E-mail: clunn@selby.gov.uk	Karen Iveson Chief Finance Officer Email: kiveson@selby.gov.uk Tel: 01757 292056