

# Selby District Council



## Agenda

Meeting: **Executive**  
Date: **Thursday, 7 June 2018**  
Time: **4.00 pm**  
Venue: **Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT**  
To: **Councillors M Crane (Chair), J Mackman (Vice-Chair), C Lunn, C Metcalfe and C Pearson**

**1. Apologies for Absence**

**2. Minutes (Pages 1 - 4)**

The Executive is asked to approve the minutes of the meeting held on 24 May 2018.

**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](http://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. **Selby District Council Update on HS2 Phase 2b** (Pages 5 - 14)

Report E/18/04 updates the Executive on the proposed route for HS2 Phase 2b, the current timeline for the project, and Council officers' involvement to date.

5. **Policy for the Management of Selby District Council Owned Trees** (Pages 15 - 32)

Report E/18/05 outlines the draft policy for the management of Selby District Council owned trees for approval and adoption following a period of public consultation.

6. **Corporate Performance Report - Quarter 4 - 2017/18 (January to March)/Year End 2017/18** (Pages 33 - 52)

Report E/18/06 presents 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 (KPIs).

7. **Selby District Council Equality Objectives 2017-2020 - Progress Report** (Pages 53 - 84)

Report E/18/07 provides details of progress made regarding the Selby District Council equality objectives in the six months, since the objectives were approved (October 2017 to April 2018).

*Janet Waggott*

**Janet Waggott**  
**Chief Executive**

<b>Date of next meeting</b>
Thursday, 12 July 2018 at 4.00 pm

For enquiries relating to this agenda please contact Palbinder Mann, on 01757 292207 or [pmann@selby.gov.uk](mailto:pmann@selby.gov.uk)

**Recording at Council Meetings**

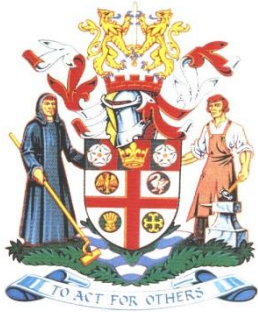
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the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Manager using the details above prior to the start of the meeting. Any recording must be conducted openly and not in secret.

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# Agenda Item 2

## Selby District Council



## Minutes

### Executive

Venue:	Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Thursday, 24 May 2018
Time:	4.00 pm
Present:	Councillors M Crane (Chair), J Mackman (Vice-Chair), C Lunn, C Metcalfe and C Pearson
Officers Present:	Janet Waggott (Chief Executive), Dave Caulfield (Director of Economic Regeneration and Place), Karen Iveson (Chief Finance Officer), Gillian Marshall (Solicitor to the Council), Mike James (Media and Communications Manager), and Palbinder Mann (Democratic Services Manager)
Public:	0
Press:	1

NOTE: Only minute numbers 4 to 6 are subject to call-in arrangements. The deadline for call-in is 5pm on Thursday 7 June 2018. Decisions not called in may be implemented from Friday 8 June 2018.

#### **1 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **2 MINUTES**

The Executive considered the minutes of the meeting held on 3

May 2018.

**RESOLVED:**

**To approve the minutes of the meeting held on 3 May 2018 for signature by the Chair.**

**3 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

**4 SCRUTINY REVIEW 2018**

The Leader of the Council presented the report that outlined recommendations for the improvement of scrutiny at Selby District Council.

The Executive were supportive of the proposals and praised the training provided by the Kirklees Council.

**RESOLVED:**

**To note the following:**

- i) To develop Terms of Reference for 'deep dives' or 'scrutiny in a day' reviews looking initially at planning enforcement, housing, antisocial behaviour and the Safer Selby Hub.**
- ii) Officers to work with the Chair of Scrutiny to understand what kind of support would be most appropriate for scrutiny at Selby.**
- iii) To circulate the 2018/19 Executive meeting dates at the next meeting of the Scrutiny Committee (5 July 2018) to ensure that a member of the committee attends each Executive meeting.**
- iv) To arrange further scrutiny training for Members.**

**To agree the following:**

- v) To establish a liaison group between the Chairs of Scrutiny and the Executive, to meet on a quarterly basis, to discuss the Executive's Forward Plan and the Committees work programme.**
- vi) To recommend to Council the development**

**of a role profile for the Chair of Scrutiny.**

**REASON FOR DECISION:**

*To note and agree the recommendations above in order to ensure that the work to improving scrutiny, as recommended by the Peer Challenge Team and set out in the Council's Peer Challenge Improvement Plan, is progressed.*

**5 FINAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 MARCH 2018**

Councillor Cliff Lunn, Lead Executive Member for Finance and Resources presented the Council's financial results and budget exceptions report to 31 March 2018 which asked the Executive to approve a number of transfers as detailed in the report.

The Lead Executive Member for Finance and Resources explained that following the year end results for 2017/18, there had been a surplus of £414k on the general fund. It was noted that this had been made up of factors including higher interest returns and staffing savings. Additionally, the Executive were informed that there was a net surplus of £1,919k in the Housing Revenue Account.

In response to a query around surpluses, the Lead Executive Member for Finance and Resources explained that some balances were being carried forward and that all of the variances had been explained in the report.

**RESOLVED:**

- i) To carry forward the funds set out in Appendix D (£3.179m Revenue including Programme for Growth and £6.684m Capital) from 2017/18 to 2018/19.**
- ii) To transfer the £414k General Fund surplus to the Business Rates Equalisation Reserve to support future cost pressures.**
- iii) To transfer the additional £734k HRA surplus to 'HRA Major Repairs Reserve' to support the future capital programme.**

**REASON FOR DECISION:**

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

## 6 TREASURY MANAGEMENT - ANNUAL REVIEW 2017/18

Councillor Cliff Lunn, Lead Executive Member for Finance and Resources presented the report that asked the Executive to approve the Treasury Management Annual Review 2017/18, and to endorse the actions of officers in relation to treasury activities.

The Lead Executive Member for Finance and Resources explained that the Council's investment over the year was at an average rate of around 0.5% and the amount earned had been higher than expected.

In response to a query concerning reducing the amount of borrowing, the Chief Finance Officer explained that this was always under review however had to be balanced with the penalties for reducing borrowing earlier than expected.

### **RESOLVED:**

**To endorse the actions of officers on the Council's treasury activities for 2017/18 and approve the report.**

### **REASON FOR DECISION:**

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

The meeting closed at 4.21 pm.





**Report Reference Number: E/18/04**

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**To: Executive**  
**Date: 7 June 2018**  
**Status: Non key decision**  
**Ward(s) Affected: All**  
**Author: Alex Dochery, Economic Development Officer)**  
**Lead Executive Member: Cllr Mark Crane, Leader of the Council)**  
**Lead Officer: Dave Caulfield, Director for Economic Regeneration & Place)**

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**Title:** Selby District Council Update on HS2 Phase 2b

**Summary:**

High Speed 2 (HS2) is a planned high speed railway designed to transform connectivity between England's major cities, making it easier for businesses to locate across the Midlands and the North of England and help rebalance the UK's economy.

The government has confirmed the route for Phase 2b of HS2, from Crewe to Manchester and the West Midlands to Leeds. The route from the West Midlands to Leeds will see some of the services terminate at Leeds, while others will travel onto York, crossing into the western side of Selby District before connecting to the East Coast Main Line.

Construction of Phase 2b is expected to start in 2023, ready for the railway to begin operations by 2033. Currently work is being carried out on the route design and refinement, with officers from both Selby District Council and North Yorkshire County Council engaging with HS2 Ltd on the technical development process.

This report updates the Executive on the proposed route for HS2 Phase 2b, the current timeline for the project, and Council officers' involvement to date. The report will then go on to outline how the Council is actively positioning Selby District at the heart of sub-regional and regional discussions around transport, connectivity and economic growth and explore how Selby District can benefit from the growth opportunities afforded by HS2.

Council officers understand that the development of HS2 Phase 2b could have a significant impact on the communities affected by the route, but believe that there is

merit in the Council's Executive adopting an approach which states that if HS2 goes ahead, the Council should seek to minimise any adverse local impacts as well as maximise the benefits from the project for the District's residents and businesses. This would not be a statement of support, but rather seek to ensure that Selby District benefits from HS2 should the project go ahead.

### **Recommendations:**

- i. That the Executive notes the update on HS2 Phase 2b;**
- ii. To formally adopt a position to HS2 which sets out that if the development of the route goes ahead, Selby District Council should seek to minimise any adverse local impacts as well as maximise the benefits for Selby District's residents and businesses.**

### **Reasons for recommendation**

The Executive is asked to agree the recommendation to enable the Council to maximise the benefits of HS2 for Selby District's residents and businesses, as well as minimise any adverse local impacts.

#### **1. Introduction and background**

- 1.1** HS2 is a planned high speed railway designed to transform connectivity between England's major cities, and rebalance the country's economy.
- 1.2** Early construction work of HS2 Phase 1 has already commenced between London and Birmingham, and the government has confirmed the route for Phase 2b of High Speed Two (HS2), from Crewe to Manchester and the West Midlands to Leeds. The route from the West Midlands to Leeds will see some of the services terminate at Leeds, while others will travel onto York, crossing into the western side of Selby District before connecting to the East Coast Main Line.
- 1.3** Construction of Phase 2b is expected to start in 2023, ready for the railway to begin operations by 2033. Currently work is being carried out on the route design and refinement, with officers from both Selby District Council and North Yorkshire County Council engaging with HS2 Ltd on the technical development process.
- 1.4** The Council is actively positioning Selby District at the heart of sub-regional and regional discussions around transport, connectivity and economic growth, and is keen to maximise the opportunities afforded by the delivery of HS2, as well as minimise any adverse local impacts.

## 2. The Report

- 2.1** In July 2017, the government confirmed the route for Phase 2b of HS2, from Crewe to Manchester and the West Midlands to Leeds. Appendix A, “HS2 route map” shows the confirmed HS2 rail network.
- 2.2** The route from the West Midlands to Leeds (commonly referred to as the “Eastern Leg”) will see Leeds served by a new HS2 station (creating an integrated Leeds Station). Some of the services will terminate at Leeds, while others will travel onto York, crossing into the western side of Selby District (Barkston Ash, Church Fenton and Ulleskelf) before connecting to the East Coast Main Line. York will see its existing railway station become an integrated high speed station capable of handling HS2 services. Appendix B, “HS2 route map through Selby District” shows the confirmed HS2 route through the District.
- 2.3** Construction of Phase 2b is expected to start in 2023, ready for the railway to begin operations by 2033. Currently work is being carried out on the route design and refinement, with officers from both Selby District Council and North Yorkshire County Council (NYCC) engaging with HS2 Ltd on the technical development process. The table below sets out HS2’s timeline for Phase 2b.

2017	Phase 2b route confirmed
<b>2017</b>	<b>Phase 2b route design and refinement</b>
<b>2017</b>	<b>Increased stakeholder engagement</b>
2018	Working Draft ES/EQIA consultation
2019	Design refinement & engagement
2019	Phase 2b Hybrid Bill submitted
2019-2022	Hybrid Bill Parliamentary Process
2022	Phase 2b Royal Assent
2023	Phase 2b commence construction
2032	System testing and commissioning
2033	Phase 2b opens

- 2.4** HS2 Ltd has expressed its desire to work closely with both NYCC and the Council in developing the best line for the route, with the Council able to charge (on completion of an agreement with HS2 Ltd) for their officers’ time and costs spent engaging with HS2 Ltd on technical matters. These technical engagement meetings began in January 2018, with joint meetings held between Selby District Council, NYCC, and HS2 Ltd covering a range of disciplines. It is also important to specify that engaging with HS2 Ltd on technical matters (and the resulting reimbursement of costs) doesn’t require the Council to formally endorse HS2.

- 2.5** In addition to the above, Engagement Officers from HS2 Ltd have held meetings with a range of stakeholders including a number of Parish Councils in the vicinity of the proposed route (including Church Fenton, Barkston Ash, and Ulleskelf), and undertake regular correspondence with the office of Nigel Adams (MP). To date, Selby District Council officers have received limited information relating to these discussions. Engagement Officers from HS2 Ltd have also expressed their desire to regularly engage with Selby District Councillors, and an all-Member briefing took place in March, 2018.
- 2.6** It is important to place Council officers' engagement with HS2 Phase 2b to date in the context of the strategic transport infrastructure work that is currently taking place within the Council. The Council is taking a more proactive role in positioning Selby District at heart of sub-regional and regional discussions around transport, connectivity and economic growth, with work underway to engage with key stakeholders to ensure that Selby District's visibility is raised within key strategic transport agendas such as Transport for the North's Strategic Transport Plan and Leeds City Region's HS2 Growth Strategy.
- 2.7** A number of significant growth opportunities have been identified across Selby District. These include a Sherburn growth zone centred around the development of Sherburn2, Gascoigne Rail Freight Interchange and Create Yorkshire at Church Fenton Airfield which taken together have the potential to create over 6,000 sustainable jobs, and a Selby Town growth zone which features the delivery of over 3,000 homes in Selby by the end of the current plan period to 2027 and the delivery of Olympia Park which itself has the potential to deliver at least 1,000 new homes and create up to 1m sq. ft. of employment space. Work is currently underway within the Council to scope and understand the nature of the strategic transport infrastructure improvements needed across the District to ensure that Selby District can maximise the benefits of local growth opportunities.
- 2.8** Crucially, the development of the Eastern Leg of HS2 can act as the catalyst for the delivery of strategic transport infrastructure improvements in Selby District, ensuring that the District's residents and businesses can benefit from both local and sub-regional growth opportunities. While Council officers understand that the development of HS2 Phase 2b could have a significant impact on the communities affected by the route (Barkston Ash, Church Fenton and Ulleskelf), officers believe that there is merit in the Executive adopting an approach which states that if HS2 is to go ahead, Selby District Council should seek to minimise any adverse local impacts as well as maximise the benefits from the project for the District's residents and businesses. This would not be a statement of support, but a realisation that if such a significant infrastructure project is going to go ahead then the Council

should seek to maximise the benefit for the District as well as minimising (through officers' engagement with HS2 Ltd) local impacts.

**2.8** Selby District's close proximity to Leeds and York means that the District is well placed to capitalise on HS2 and the unique opportunity it offers to transform our local economy by widening employment opportunities for our workforce, developing skills and improving access for our businesses to talent, supply chains and markets. It is envisaged that HS2 will link the regions around Leeds (including York), Sheffield, Nottingham and Birmingham together in an economy of over 10 million people that also feature some of the UK's most important manufacturing sectors. Indeed, Leeds City Region's HS2 Growth Strategy forecasts that the delivery of HS2 will increase the region's output, creating 40,000 new jobs and adding an extra £54bn GVA to the region's economy by 2050. HS2 is expected to open up a range of new employment opportunities in transport, engineering, infrastructure and the knowledge economy, providing a diverse range of job opportunities which will be open to the District's residents.

**2.9** In light of the above, HS2 can potentially act as a catalyst for regeneration and housing growth across the District, as well as enhancing the location of Selby Station as a key local growth hub with its direct connections to Leeds and York. Consideration also needs to be given to the significant growth opportunities that exist around Sherburn-in-Elmet and how these can be integrated with other locations across the sub-region through connectivity enhancements and the release of existing capacity brought forward by HS2. Given the scale of transformational growth to be brought forward in this location there is a need to consider a potential multi-modal transport hub around Sherburn-in-Elmet. Further consideration needs to be given to how we can connect our highly skilled workers to areas where new high-skilled employment opportunities will be created, in addition to opening up labour market access to key growth areas in the District such as Sherburn-in-Elmet in order to address local labour market challenges and maximise future employment opportunities.

### **3. Alternative Options Considered**

That the Executive adopts no formal position to the development of HS2.

### **4. Implications**

#### **4.1 Legal Implications**

Subject to the completion of an agreement with HS2 Ltd, the Council will be able to charge for its officers' time and costs spent engaging with HS2 Ltd on technical matters.

#### **4.2 Financial Implications**

Not Applicable.

#### **4.3 Policy and Risk Implications**

Not Applicable.

#### **4.4 Corporate Plan Implications**

The Council's Corporate Plan 2015-20 outlines the Council's ambition to make Selby District "a great place..." a great place to do business, a great place to enjoy life, and a great place to make a difference.

The development of HS2 can have a transformational impact on how local employers do business in the District, and how residents enjoy life. For our businesses, HS2 will improve access to talent, supply chains and markets, whilst residents will benefit from wider employment and skills opportunities, and improved connectivity to some of the UK's major cities.

However, it is also important to note that the development of the project could have a significant impact on the communities affected by the route and their ability to enjoy life. The Council should seek to minimise any adverse local impacts through officers' engagement with HS2 Ltd.

#### **4.5 Resource Implications**

The Council's engagement with HS2 Ltd and NYCC on technical matters will require continued input from officers in Community, Partnerships & Customers, Economic Development & Regeneration, Housing & Environmental Health, Legal and Planning.

The Council is in discussion with HS2 Ltd over an agreement which will see it be able to charge for officers' time and costs spent engaging with HS2 Ltd on technical matters.

#### **4.6 Other Implications**

Not applicable.

#### **4.7 Equalities Impact Assessment**

HS2 Ltd conducted a consultation on the draft Equality Impact Assessment Scope and Methodology Report for HS2 Phase 2b which closed on 29 September 2017.

A working draft Equality Impact Assessment is scheduled to be published in summer 2018, with public consultation events planned for the autumn.

## **5. Conclusion**

- 5.1** The delivery of HS2 Phase 2b offers a unique opportunity to transform Selby District's local economy by improving opportunities for our residents and businesses. The project can also act as a catalyst for regeneration, housing growth and strategic transport infrastructure improvements across the District. Council officers understand that the development of HS2 could have a significant impact on the communities affected by the route and will seek to minimise local impacts through their engagement with HS2 Ltd.

## **6. Background Documents**

[HS2 Phase 2b draft Equality Impact Assessment Scope and Methodology Report.](#)

## **7. Appendices**

Appendix A – HS2 Route Map

Appendix B – HS2 Route Map through Selby District

### ***Contact Officer:***

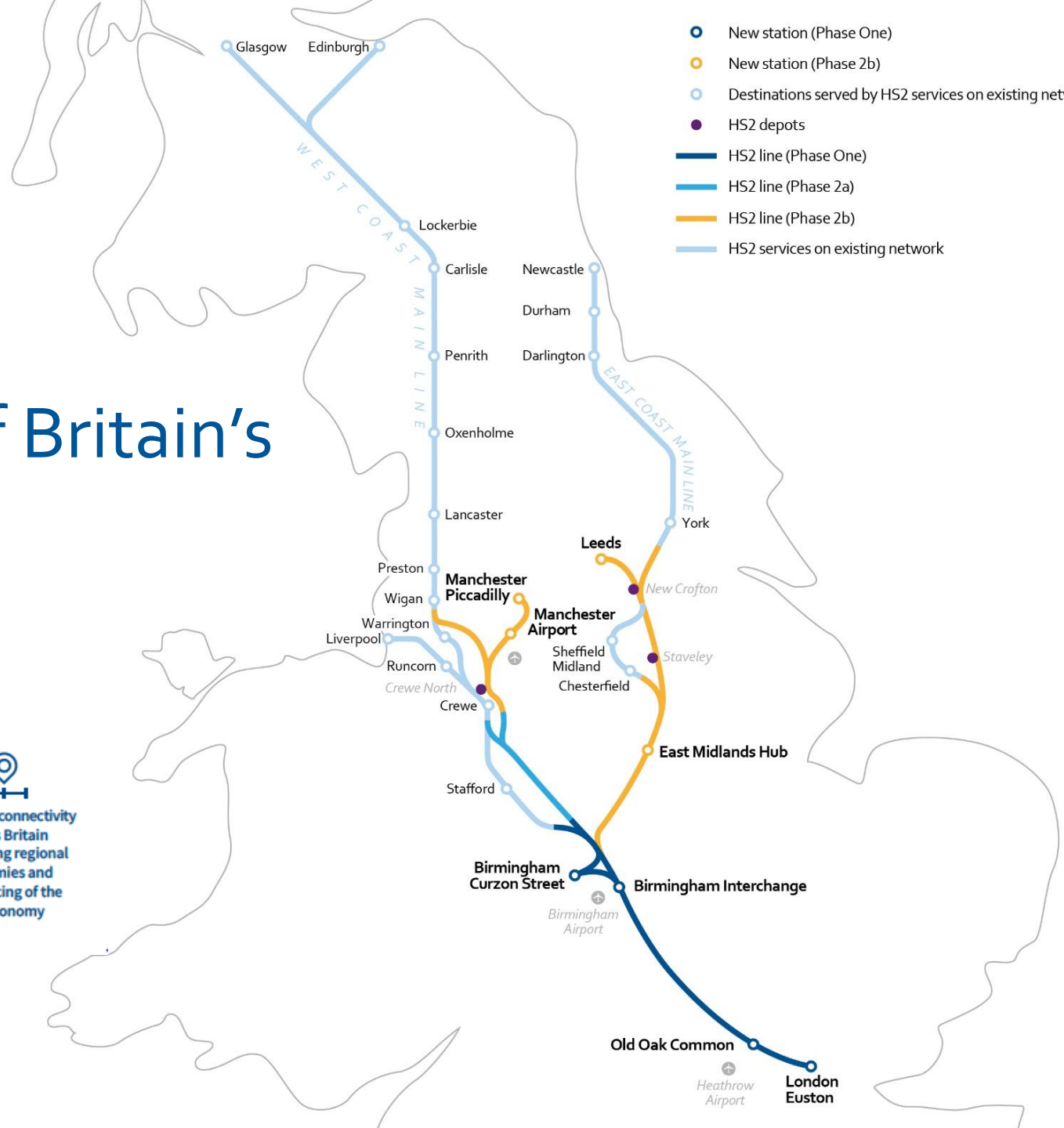
Alex Dochery  
Economic Development Officer  
Selby District Council  
adochery@selby.gov.uk

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# HS2: the new backbone of Britain's rail network

- New station (Phase One)
- New station (Phase 2b)
- Destinations served by HS2 services on existing network
- HS2 depots
- HS2 line (Phase One)
- HS2 line (Phase 2a)
- HS2 line (Phase 2b)
- HS2 services on existing network



Reduced crowding on trains



Improved reliability



Increased frequency of services



100 cities and towns could benefit from new or improved rail connections

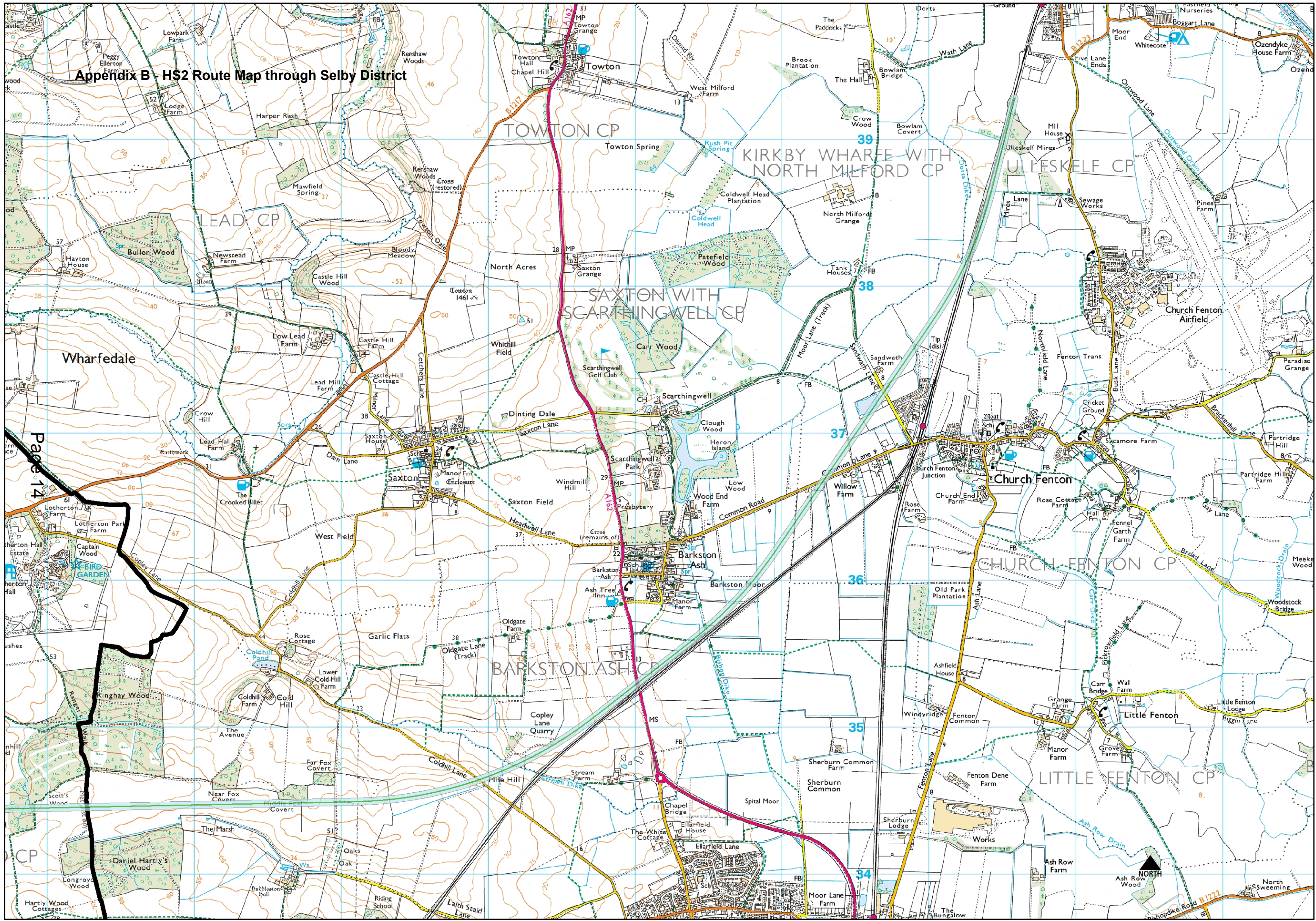


Directly link eight of the UK's 10 largest cities



Transform connectivity across Britain supporting regional economies and rebalancing of the UK economy

Appendix B - HS2 Route Map through Selby District



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**Report Reference Number: E/18/05**

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**To:** Executive  
**Date:** 7 June 2018  
**Status:** Non Key Decision  
**Ward(s) Affected:** All  
**Author:** Aimi Brookes, Contracts Team Leader and Caroline Sampson Paver, Commissioning and Procurement Team Leader  
**Lead Executive Member:** Cllr Chris Pearson, Lead Executive Member for Housing, Health and Culture  
**Lead Officer:** Julie Slatter, Director of Corporate Services and Commissioning

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**Title:** Policy for the Management of Selby District Council Owned Trees

### **Summary:**

Selby District Council has statutory responsibility for the management and maintenance of trees on Council owned land. The Council now intends to formalise and publicise this policy and approach to managing trees. This will allow the Council to more efficiently manage the trees on Council owned land. It will also enable a consistent approach to managing the range of enquiries and requests for works that it receives, and ensure that risks are managed effectively to ensure public safety.

The purpose of this report is to set out the draft policy for approval and adoption following a period of public consultation and input from Policy Review Committee.

### **Recommendations:**

i. It is recommended that the Executive approves the report and adopts the policy for the management of Selby District Council owned trees.

### **Reasons for recommendation**

Executive are asked to adopt the new policy to ensure that the Council has a robust and compliant approach to the management of trees on its land, and effective risk management.

## **1. Introduction and background**

- 1.1 Selby District Council has statutory responsibility for the management and maintenance of trees on Council owned land.
- 1.2 The Council currently has no policy or guidelines in place for this and although there is no legal requirement for us to do so, the adoption of a policy will ensure that the Council is directing its resources effectively to focus on its statutory functions, effective risk management and public safety

## **2. The Report**

- 2.1 As there is currently no written policy, there has been an inconsistent approach to tree management and maintenance and on occasion works have been carried out to trees, to resolve an issue that is not the obligation of the Council, but that of a third party. A formal written policy will remove the inconsistency, and provide officers and ward members with additional support when advising residents on the Council's legal obligations.
- 2.2 The Policy sets out the legal responsibilities that the Council has for trees in its ownership, and explains clearly what we will and won't do in dealing with a full range of scenarios that might impact on our trees and communities.
- 2.3 The 'Tree Management Explained' section of the policy breaks down the main enquiries that the Council receives into a number of themed areas and explains how we will respond to these enquiries.
  - Risk Management – the Council's approach to risk management
  - Trees Causing Shade, Overhanging or Encroaching on Property – clarifying the Council's approach to 'right to light' and other common enquiries
  - Trees Causing Obstruction or Interference – management of the Council's trees in relation to buildings and infrastructure
  - Naturally Occurring Tree Behaviours – the Council's approach to natural occurrences which may be perceived as a nuisance such as leaf and blossom fall
  - Trees Relating to Buildings and Structures – the Council's approach to allegations of structural damage
  - Trees Within SDC Property Gardens – tenant responsibilities
  - Routine Tree Maintenance – the Council's approach to routine tree maintenance
- 2.4 The Policy does not include information relating to planning issues, TPO's and trees in conservation areas or high hedges as there is already existing policy and legislation that covers these areas. Additional information will be made available on the Council's website signposting residents to this.
- 2.5 Prior to a period of public consultation the draft policy was presented to Policy Review Committee on 13 March 2018, to provide the committee with the opportunity to influence and inform the development of the draft policy.

- 2.6 Policy Review Committee considered the draft policy, gave feedback, expressed their support and requested clarification around
- Land ownership
  - Privately owned trees affecting council property
- 2.7 Minor amendments were made to the draft policy following the meeting which included incorporating details of third party organisations which also have responsibility for tree management, and amending the section on privately owned trees to cover how SDC will respond to issues caused to our land or property by third parties. For example by overhanging trees or by root damage.

### **3. Consultation**

- 3.1 A consultation on the draft policy was run for a four week period, and the public, Councillors, Parish Councils, stakeholders (including North Yorkshire County Council Highways) were invited to comment.
- 3.2 Fifteen responses were received from a range of individuals and organisations and the following amendments have been made as a result.
- A section has been included on the control of disease e.g. ash die back
  - The draft policy has been amended to include reference to electricity wires
  - The draft policy has been amended to include a section on root damage to highways.
- 3.3 A full summary of all consultation responses can be seen in Appendix A.

### **4. Implications**

#### **4.1 Legal Implications**

The draft policy takes into account the Councils statutory obligations principally under the following acts:

The Highways Act 1980  
The Occupiers' Liability Act 1957 & 1984  
The New Roads and Streetworks Act 1991  
The Health and Safety at Work Act 1974  
The Wildlife and Countryside Act 1981 and  
The Town and Country Planning Act 1990

The draft policy has been developed with guidance from the Council's Legal team and will ensure that we are meeting our legal obligations with regards to tree maintenance.

#### **4.2 Financial Implications**

Formalisation of the management and maintenance of Council owned trees will help to ensure that the Council is directing its funding effectively and only on those works which we have a legal obligation to carry out.

#### **4.3 Policy and Risk Implications**

The Council currently has no policy or guidelines in place for this and although there is no legal requirement for us to do so, the adoption of a policy will ensure that the Council is directing its resources effectively to focus on its statutory functions, effective risk management and public safety

#### **4.4 Corporate Plan Implications**

Providing a consistent approach to Council owned trees via a policy links to the delivery of Corporate Plan priorities – ‘to enjoy life’ through the contribution of trees to a healthy environment; ‘to make a difference’ as the policy will help people to self-serve most enquiries; whilst supporting the Council to ‘deliver great value’ by communicating well with customers, and increasing productivity by only dealing with our statutory obligations

#### **4.5 Resource Implications**

Adoption of a tree management policy will allow the council to more effectively manage its resources by concentrating on those works which we have a legal obligation to carry out.

#### **4.6 Other Implications**

N/A

#### **4.7 Equalities Impact Assessment**

Due consideration has been given to equality, diversity and community issues, and a screening document has been completed.

The key findings of the screening acknowledge that the Council has the discretion to take into consideration special circumstances of tenants with protected characteristics and fund additional works to trees, if it is considered necessary and beneficial, outside of the Policy.

### **5. Conclusion**

- 5.1** Executive are asked to adopt the new policy to ensure that the council has a robust and compliant approach to the management of trees on its land, and effective risk management.

### **6. Background Documents**

Equality, Diversity and Community Impact Screening Document

## 7. Appendices

Appendix A – Policy for the Management of Selby District Council Owned Trees

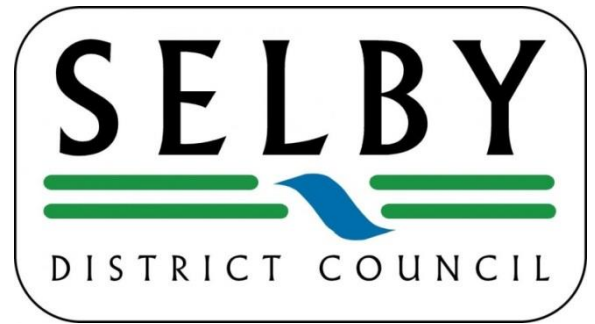
Appendix B - Summary of consultation responses.

**Contact Officer:**

Aimi Brookes, Contracts Team Leader / Caroline Sampson Paver,  
Commissioning and Procurement Team Leader  
[abrookes@selby.gov.uk](mailto:abrookes@selby.gov.uk) / [csampson@selby.gov.uk](mailto:csampson@selby.gov.uk)

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## Policy for the Management of Selby District Council Owned Trees





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## **Introduction**

Trees are beautiful. They provide social, environmental, economic and health benefits. Selby District Council has a Corporate Plan priority of 'Making Selby District a great place to enjoy life'. We believe that trees and our approach to management and maintenance of Council owned trees, as set out in this policy contributes to that. Trees are an essential part of our district, improving air quality and absorbing and storing carbon dioxide helping to combat climate change. They intercept rainwater to help prevent localised flooding, help reduce noise pollution and provide a canopy and habitat for wildlife, improving the overall amenity value of the area.

## **The Scope of the Policy**

The Council is responsible for the maintenance of the majority<sup>1</sup> of trees on Council owned land and this policy sets out how we will meet our obligations but also how we will ensure that we safeguard and maximise the benefits that trees provide. This policy focuses on the responsibilities of the Council but other parties and organisations<sup>2</sup> also have responsibility for the management and maintenance of trees.

## **Our Woodlands**

The Council owns a number of areas of woodland in the District, which are home to a variety of different species and are open for the enjoyment of the public

- Brayton Barff (jointly owned by the Council and Yorkshire Water)
- Hambleton Hough (managed by Wildlife Habitat Protection Trust)
- Barlow Common Nature Reserve (managed by Yorkshire Wildlife Trust)

## **Privately owned trees**

All tree owners have a legal responsibility to ensure that trees under their control do not pose unreasonable risks to others. If you are concerned about the condition of a privately owned tree and its perceived risk, or branches or roots that are growing over your boundary you should contact the owner and make them aware. If privately owned trees are posing a risk to Council land or property we will contact the owner in the first instance.

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<sup>1</sup> Exceptions include trees within tenants gardens and areas of woodland managed by third parties on the Council's behalf.

<sup>2</sup> Other parties and organisations include, but are not limited to North Yorkshire County Council, Town and Parish Councils and private landowners.

### Trees relating to construction or planning matters

This policy does not cover matters relating to construction or planning matters as this is covered under separate guidance and legislation. Further information can be found at **XXX (to be confirmed)**

### Tree Management Policy Objectives

The Council has three main policy objectives when carrying out tree works:

- To deal with any legal responsibilities
- To remove any evident or present defect
- To retain the amenity and character of the area

The Council and contractors working on its behalf will work in accordance with current industry best practice, BS3998 standard and comply with appropriate legislation and policy.

## Tree Management Explained

The table below sets out how the Council will address common issues relating to the trees it owns and manages. It explains the priorities for these works and how resources will be directed to ensure we consistently meet the policy objectives as set out above.

<b>Risk Management</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Potentially Dangerous Trees</b>	The Council has a statutory responsibility to maintain trees under its control in such a way that their condition or location does not pose unreasonable risks to people or property. We prioritise identified risks to ensure that the most serious are attended to first. Please report any concerns regarding a potentially dangerous tree to the Council.
<b>Trees causing shade, overhanging or encroaching on property</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Trees touching buildings</b>	Where a Council owned tree is physically touching a building, we will assess and take appropriate action before potential damage is sustained.
<b>Right to light issues</b>	The Council will not remove or prune a Council owned tree in order to mitigate shade.
<b>Trees causing obstruction or interference</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Obstruction to pavements</b>	We will undertake appropriate work to ensure that that Council owned trees do not obstruct footpaths or pavements that are part of a highway or street and that a 2.5m clearance is maintained over the footpath.  We will work with the local highway authority to investigate and resolve any alleged root obstructions.
<b>Obstruction to highways</b>	We will take appropriate action to ensure that Council owned trees do not obstruct a highway or adopted road and that a minimum of 5.2m height clearance is maintained.  We will work with the local highway authority to investigate and resolve any alleged root obstructions.
<b>Obstruction to highway sight lines, traffic lights or highway information signs</b>	We will take appropriate action to ensure that Council owned trees do not obstruct sight lines on highways or adopted roads, or where they obstruct traffic lights or highway information signs.
<b>Trees obstructing street lights</b>	We will undertake work to Council owned trees to ensure that statutory street lighting levels are maintained.

<b>Trees obstructing a view</b>	We will not remove or prune trees in order to improve a view from a property.
<b>Telephone or electricity wires in trees</b>	We will not prune or remove a Council owned tree to remove or reduce interference with telephone or electricity wires. Issues should be reported to your telephone or electricity service provider.
<b>Trees interfering with TV, satellite or internet signal</b>	We will not remove or prune a tree to improve TV reception or satellite signal. Issues should be reported to your service provider.
<b>Trees and solar panels</b>	We will not prune or remove Council owned trees to facilitate the installation of solar panels to a neighbouring property.
<b>Naturally occurring tree behaviours that may be perceived to be a 'nuisance'</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Poisonous fruit</b>	Where evidence can clearly demonstrate that vulnerable people are likely to be exposed to a Council owned tree that bears poisonous fruit, appropriate action may be considered.  However it is not common practice to prune a Council owned tree because it is alleged to bear poisonous fruit.
<b>Fallen leaves and blossom</b>	We will not prune or remove a Council owned tree to reduce autumn leaf fall or tree blossom.
<b>Tree Pollen, sap and fallen fruit</b>	We will not prune or fell a Council owned tree to remove or reduce pollen, sap or fruit falling on to surfaces.
<b>Trees and personal medical complaints</b>	We will not prune or fell a Council owned tree where a request has been made to do so because of a personal medical complaint.
<b>Bird droppings</b>	We will not prune or fell a Council owned tree in order to remove or reduce bird droppings. Nor will we remove bird droppings from private land.
<b>Wild Animals/insects</b>	We will not prune or fell a Council owned tree to remove or reduce alleged problems caused by wild animals or insects.
<b>Diseased trees</b>	The Council will seek the support and advice of bodies such as the Forestry Commission if outbreaks of disease occur within our tree stock or if we become aware of issues in the local area.
<b>Trees relating to buildings and structures</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Trees alleged to be causing building subsidence or damage</b>	Allegations of damage will be considered on a case by case basis. You should contact the Council as soon as possible

<b>to underground services</b>	with evidence of the damage.
<b>Trees causing trip hazards</b>	Allegations of the trip hazard will be considered on a case by case basis.
<b>Trees within SDC property gardens</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Can Selby District Council tenants plant trees in their gardens?</b>	Tenants who wish to plant trees or shrubs in their gardens should seek consent from the Council, who will then consider the request.
<b>The maintenance of trees and hedges in Selby District Council tenants gardens</b>	Tenants have an obligation to maintain their gardens in accordance of the terms of their Tenancy Agreement.
<b>Responsibility for trees in the garden of a former Selby District Council property</b>	Trees standing within the footprint of a former Council property that has passed into private ownership are the responsibility of the owner.
<b>Routine tree maintenance</b>	
<b>Tree Issue</b>	<b>What the Council will / will not do</b>
<b>Tree planting and replacement</b>	We are committed to increasing the District's tree canopy cover and maximising the benefits that trees deliver. New trees are planted in appropriate locations when funding opportunities are made available.
<b>Disposal of green waste</b>	Wherever possible where the Council is carrying out works to trees, green waste and branches will be shredded and spread locally.
<b>Trees alleged to be too big or too small</b>	We will not prune or fell a Council owned tree because it is perceived to be too big or too small for its location. Where other issues exist tree pruning or removal may be considered.
<b>Vandalised trees</b>	Reports of vandalised trees will be investigated and the most appropriate action taken.

### Legal Responsibilities

Statutory obligations dictate how the Council must manage trees that are within areas of its control; these are principally the Highways Act 1980 and the Occupiers' Liability Act 1957 & 1984.

Statutes such as the New Roads and Streetworks Act 1991; Health and Safety at Work Act 1974 and the Wildlife and Countryside Act 1981 govern how contractors working within the District must operate.

The Town and Country Planning Act 1990 places a duty upon the Council to assess the impact of tree loss within the District; where the loss is likely to have a significant

impact upon the local and wider landscape the Council must consider protecting trees through the Tree Preservation Order process.

Some trees are legally protected by a Tree Preservation Order or because they are located within a Conservation Area. The Council will obtain planning permission before undertaking any work on a legally protected tree.

#### Contact Details

Selby District Council Customer Contact Centre – 01757 705101 [info@selby.gov.uk](mailto:info@selby.gov.uk)  
[www.selby.gov.uk](http://www.selby.gov.uk)

#### Review

The policy will be reviewed in line with any relevant changes in legislation or procedures.



## **Appendix B**

### **Summary of Consultation Responses**

#### Objectives

*Comment* – A consultee suggested that additional objectives should be included which cover preserving the health of trees through proactive maintenance (including that contained within the BS3998 standard) and recognising the environmental importance of trees.

*Answer* – The scope of the policy states that we will ‘...ensure that we safeguard and maximise the benefits that trees provide.’ Any proactive maintenance regimes are an operational matter and so are not included in detail in the policy document.

*Comment* – A consultee felt that the policy did not focus strongly enough on the third objective ‘to retain the amenity and character of the area’.

*Answer* – The essence of the policy is that the Council will not carry out unnecessary works to trees on its land which will have the result of maintaining the amenity and character of the area.

#### Tree Issues

*Comment* – A consultee highlighted the fact that there is no reference to diseased trees and how they will be controlled e.g. Ash Die Back.

*Answer* – The draft policy has been amended to include a section on disease control.

*Comment* – A consultee commented that new tenants moving into SDC properties may require assistance with works to trees they have inherited from the previous occupant.

*Answer* - As this is an operational matter it is not included in detail in the policy document however trees will be looked at on a case by case matter and support may be offered by the Housing Tenant Services team.

*Comment* – A consultee felt that the statement ‘We will not prune or fell a Council owned tree because it is perceived to be too big or too small for its location’ is against the amenity and character objective.

*Answer* – The policy allows for works to trees that are ‘too big or too small for its location’ where other issues exist.

*Comment* – Consultee stated that there was a need for greater clarity regarding council owned trees over hanging private property including legal rights to remove branches. They also thought that reference should be made to tree safety in respect of removal of dangerous lower branches from Council owned trees in areas of increased risk i.e. those in play parks.

*Answer* – The policy includes a section on trees causing shade, overhanging or encroaching on private property and a section on trees causing obstruction or interference. As the policy is specifically for the maintenance of trees on Council owned land either by the Council itself or by its contractors it does not include information on third party rights and responsibilities. With regards to areas of increased risk, the policy states that the Council will prioritise identified risks to ensure that the most serious are attended to first.

*Comment* – A comment was made that the policy does not reference interference to electricity wires.

*Answer* - The draft policy has been amended to include reference to electricity wires.

#### Tree planting and replacement

*Comment* - A consultee commented on the lack of clarity in relation to ‘appropriate locations’ for new trees. They were concerned that without proper consultation residents and businesses may be adversely affected by the planting.

*Answer* - Decisions arounds planting of new trees on Council owned land will be taken on a case by case basis. As this is an operational matter it is not included in detail in the policy document however, full consideration of any potential impact will be given to any proposed planting sites.

*Comment* – A consultee commented that this section of the policy appears weak, not committing to the details of future tree planting scheme including numbers and species of trees.

*Answer* – Whilst the Council is committed to maintaining and increasing the districts tree canopy, this is subject to identifying suitable sites, suitable species and associated consultation prior to progressing tree planting schemes. Site assessments will be carried out in conjunction with the Council’s Asset Management Plan.

*Comment* – A consultee supported the commitment to increasing tree cover in the district for the benefit of people and the environment.

### General Comments

*Comment* – A consultee made reference to the safeguarding and management of trees on Brayton Barff.

*Answer* – The Council is currently undertaking a separate piece of work in relation to woodland management.

*Comment* – A consultee said ‘This is a very clear and useful policy document. It will be helpful in making clear the Councils role and position on tree management especially in relation to the community’s expectation on what the Council can / will and cannot / will not do.

*Comment* – A consultee supported the focus of the policy stating ‘...the benefits of trees and tree cover are highlighted and trees will only be managed when they are causing a significant demonstrable nuisance and not for frivolous reasons.’

*Comment* – A consultee stated that in the past, third parties had been given permission to carry out works to trees on the Councils land and asked if the policy also applied to works being carried out in the future by third parties in these cases.

*Answer* – The policy is specifically for the maintenance of trees on Council owned land either by the Council itself or by its contractors.

*Comment* – A consultee commented that they would like to see more vigorous protection of trees including those close to the highway and on proposed development land.

*Answer* - The policy is specifically for the maintenance of trees on Council owned land either by the Council itself or by its contractors. The policy does not cover matters relating to construction or planning matters as this is covered under separate guidance and legislation.

*Comment* – A consultee commented that the draft policy does not contain a statement on how often the trees owned by Selby District Council will be inspected for their safety.

*Answer* – The frequency of inspection is determined by a number of factors including locations, species and age. Trees that are considered to be higher risk in terms of

proximity to the highway will be inspected more frequently than those in a lower risk location but the frequency will still be determined by the species.

*Comment* – A consultee commented that there is no mention in the document about root damage to highways caused by trees managed by SDC.

*Answer* – The draft policy has been amended to include a section on root damage to highways.

*Comment* – A comment was made that there is no reference in the policy to cycle-ways.

*Answer* – Where the term ‘highway’ is used in the policy it is intended in its wider sense – encompassing footpaths, roads, cycle-ways and other similar public routes.



**Report Reference Number: E/18/06**

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**To: Executive**  
**Date: 7 June 2018**  
**Status: Non Key Decision**  
**Ward(s) Affected: All**  
**Author: Stuart Robinson, Head of Business Development & Improvement**  
**Lead Executive Member: Mark Crane, Leader of the Council**  
**Lead Officer: Stuart Robinson, Head of Business Development & Improvement**

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**Title:** Corporate Performance Report - Quarter 4 – 2017/18 (January to March)/Year End 2017/18

### **Summary:**

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

This report also includes a year-end summary of progress on delivery of the Council's Corporate Plan 2015-2020 as measured by year-end performance against KPIs in 2017/18 compared with year end data for KPIs in 2016/17.

### **Recommendations:**

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

### **Reasons for recommendation**

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

## 1. Introduction and background

- 1.1 High level performance reporting of progress against the Council's priorities – as set out in the Corporate Plan 2015-20 – is a key element of the performance management arrangements. The Corporate Performance Report clearly follows the structure of the Corporate Plan, with a report card for each of the four main priority areas.
- 1.2 Progress on delivering the Council's priorities is demonstrated by a combination of:
- progress against priority projects/high level actions (are we meeting/expecting to meet delivery timescales); and
  - performance against KPIs (are targets being met; are we getting better)

## 2. Reporting Period

- 2.1 The specific focus of this report covers the period January to March 2018. The Corporate Plan 2015-20 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities.

### 2.2 Summary of progress

#### Quarter 4

The Corporate Performance Report (see appendix A) sets out the detail in terms of progress (or otherwise) against the Council's priorities during quarter 4. In terms of a summary:

- 77% of projects/high level actions are completed or on track.
- 64% of KPIs are showing improvement over the longer term.
- 71% of KPIs are on target.

#### Year End

The Corporate Performance Report (see appendix B) sets out the detail in terms of progress (or otherwise) against the Council's priorities during 2017/18 in comparison with those that can be directly compared to, from 2016/17. In terms of a summary:

#### Trend analysis

Year	Improved performance	Reduced performance	No change
2017/18	60%	36.7%	3.3%
2016/17	73.9%	26.1%	0

### Target analysis

Year	On target	Amber warning	Missed target
2017/18	67.7%	14.7%	17.6%
2016/17	61.3%	25.8%	12.9%

### 2.3 What went well in quarter 4

- Number of empty properties brought back into habitable use – 18 against a target of 12. We have achieved this through working with owners without the need for enforcement action – progress is expected to be slower over the next financial year
- Debt collection – all 4 KPIs exceeded the target – % Council Tax debt recovered and Council Rent recovered were both over target bringing in the equivalent of £248k and £344k respectively. The success of Non-domestic rate and Sundry debt collection rates is because of the use of new recovery processes. We will continue to review recovery procedures and work with requesting services to enable robust collection to continue next year.
- Customer Contact Centre - Average wait time for face to face 7.33 minutes against a target of 10 minutes and telephone contact 1.73 against a target of 2 minutes
- Annual figure – number of Selby District Council/HRA units delivered – 15 delivered against a target of 4 –on sites at Byram and Eggborough
- Planned savings achieved – target exceeded – The planned savings target of £880k in 2017/18 was exceeded in the year by £43k. However, the main driver of this was higher than expected savings from the pay down of the pension deficit in the HRA. Savings in the General Fund were short of target by £34k primarily due to loans to the Housing Trust occurring later in the year than anticipated and property projects still under consideration. A strong focus on savings delivery will be maintained over the coming year as our target increases.

### 2.4 What did not go so well in quarter 4 – and what will we do about it

- Average time taken to re-let vacant Council homes - at 43 days this is significantly over the target turnaround time of 26 days. This quarter we have had an increase in the number of void properties requiring additional work to bring them back to a lettable standard due to the extent of works required.
- Staff sickness - target missed - 6.53 days in quarter 4 against a target of 5 days, but levels are reducing compared to 12 months ago, when the figure was 8.09.

- Number of missed bins – 0.69 (159 bins) in Q4 compared to 0.21 (49 bins) in previous quarter and 0.33 Q4 last year. This increase is due to a number of factors including Christmas catch up, bad weather (snow) and vehicle breakdowns, but mainly due to increased property growth - officers are working closely with contractors to resolve this issue.
- Annual figure - Number of new Selby District Housing Trust units delivered – 0 delivered against a target of 6 – However, the development of 5 homes has started on site in Riccall and these are due for completion September 2018. The Trust has agreed Terms with the developer to acquire 12 homes on a site at Ousegate in Selby.
- Stage 2 complaints – Target not met - 8 stage 2 complaints received – 63% (6 complaints) responded to in time, against a target of 90% – down compared to the previous quarter figure of 100% and is the same level of performance as Q4 last year.

**Year-end** - in terms of year-end performance figures, the following indicators are concerns: the number of affordable homes provided in the district, the average time taken to re-let vacant Council homes and the percentage of stage one and two complaints responded to within 20 working days.

### **3. Alternative Options Considered**

N/A

### **4. Implications**

N/A

#### **4.1 Legal Implications**

None

#### **4.2 Financial Implications**

Delivery of Corporate Plan priorities is reflected in the Medium Term Financial Strategy.

#### **4.3 Policy and Risk Implications**

Performance is a corporate risk. Failure to adequately perform will result in the corporate priorities not being delivered. Performance reporting is part of a suite of mitigating actions which make up our performance management framework.

#### **4.4 Corporate Plan Implications**

This report provides a progress update on delivery of the Council's Corporate Plan.



#### **4.5 Resource Implications**

Performance reporting highlights areas where we are not performing well or are performing too well. Where an under or over allocation of resource is highlighted as a reason for poor performance we can explore opportunities to adjust resources to support effective implementation of the Corporate Plan 2015-2020 as part of our on-going business and budget planning.

#### **4.6 Other Implications**

N/A

#### **4.7 Equalities Impact Assessment**

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.

### **5. Conclusion**

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

### **6. Background Documents**

None

### **7. Appendices**

Appendix A: Corporate Performance Report Quarter 4 2017/18  
Appendix B: Corporate Performance Report: KPIs Year end 2017/18

Contact Officer:

Stuart Robinson  
Head of Business Development & Improvement  
Selby District Council  
srobinson@selby.gov.uk  
01757 292296

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# Delivering corporate priorities

## Corporate Performance Report

Quarter 4 2017/18

## 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:

- First occupier signed up for Sherburn 2 - the site offers major new employment space in the district and is set to create over 2,000 jobs;
- Sherburn 2 shortlisted to be an offsite construction hub for the expansion of Heathrow Airport – with national news coverage following ministerial visit.
- Olympia Park – The Council secured investment of £8.878 million from Homes England's Housing Infrastructure Fund to support the development of the Olympia Park site in Selby

#### What are we concerned about:

- The Council is exploring ways in which it can enable a greater supply of smaller to medium-sized industrial units as a limited supply is currently restricting the ability for the sector to expand.



**Some concerns**

### Improve employment opportunities

(D Caulfield)

#### What's gone well this quarter:

- Successful jobs fair with local businesses held at Eggborough Power Station to help those at risk of redundancy find alternative employment: several Eggborough employees received job offers from those present;
- SDC is leading a partnership set up between Enterprises, Screen Yorkshire, YNYER LEP and the anchor site investor for the planning development and delivery of a dedicated creative hub – “Create Yorkshire” –with long-term potential to create up to 2,500 new, high skilled jobs within the District in a major growth sector.

#### What are we concerned about:

- Access to employment for key labour supply areas for large employers on the Sherburn sites. Bus routes to Leeds and Doncaster currently don't support shift patterns.



**Some concerns**

### Improve access to training and skills for work

(D Caulfield)

#### What's gone well this quarter:

- The Council is currently on site with 30 affordable homes, offering young people a significant opportunity to work on new Council housing schemes and gain invaluable skills and on-the job training.

#### What are we concerned about:

- Across the region, a growing number of businesses are voicing their concerns that young adults entering the workplace don't have the key skills needed to go forward into work. SDC is seeking to work with partners to facilitate more employer contact between the district's local employers and young adults to prepare them for the workplace.



**Some concerns**

**Help Selby, Tadcaster and Sherburn reach their potential** (D Caulfield)

**What's gone well this quarter:**

- Selby Town Enterprise Partnership (STEP) has agreed a design for testing temporary public realm improvements in the town centre.

 **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:**

- The Executive approved the Affordable Housing Development Programme which will see the provision of a total of 207 homes for people in need;
- Secured £468k grant from the Homes & Communities Agency's Shared Ownership and Affordable Housing Programme which will go towards the cost of developing 13 new homes in Byram;
- Delivery of 5 new family homes in Riccall, in partnership with Selby District Housing Trust, is progressing well;
- The trust has agreed terms with the developer to acquire 12 homes on a site in Ousegate;
- Secured £9 million investment from Home England for Olympia Park which will provide 1000 homes ;
- Executive approved the local Empty Homes Action Plan, which will assist with bringing empty homes in the district back into use.

 **Some concerns**

**What are we concerned about:**

- Proportion of houses being completed in the town of Selby should be higher, as it is designated as the focus for new housing in the Council's development plan.
- We need to align the corporate approval processes to ensure the efficient delivery of the Programme

**Improving healthy life choices**  
(D Caulfield)

**What's gone well this quarter:**

- Sherburn Community Outdoor Gym opened in March 2018 – we awarded a £6k grant to Sherburn Community Trust to develop this facility. The Western Community Engagement Forum has also supported local communities to use the equipment through a grant to Make It Happen CIC, who will offer gym activity sessions on the equipment
- Successful WRAP litter innovation bid which will fund work to tackle roadside littering from commercial vehicles
- Successful World Autism Week event held at Summit Indoor Adventure
- Successful fly tipping prosecution – reaffirming the message that we take these offences seriously and will always take action where possible

 **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

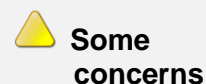
(Lead Director: D Caulfield)

#### What's gone well this quarter:

- Supporting Selby Abbey Trust to submit a national award application to the Heritage Lottery Fund to engage the community in the Abbey's restoration and regeneration;
- Established a stakeholder group from the Abbey, Town Council and Selby Civic Society to begin planning celebrations for Selby Abbey's 950<sup>th</sup> anniversary in 2019;
- Tadcaster and Western CEFs funded a Disability Action Group to provide information on how to make communities more accessible;
- A residents group from Staynor Hall is meeting to input on the design and specification and management of a new community facility being built for them.

#### What are we concerned about:

- A recent Peer Review identified how we need to gain better insight into our residents' aspirations and needs for the district. We are reviewing our community engagement practices to address this.



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

(D Caulfield)

#### What's gone well this quarter:

- Staff volunteers, the Youth Council and members of Selby Friends of the Earth have worked on Selby Park, clearing beds and preparing for a redesign of the park back to a Victorian style and planting to encourage sensory engagement. Planning applications and changes to park bylaws are awaited to progress this further;
- Volunteering in the three library hubs in Sherburn, Tadcaster and Selby is up 322% on the previous year

#### What are we concerned about:

- Promoting and creating easy access to volunteering opportunities specifically in Selby and District



### Facilitating people to access and use alternative service delivery methods

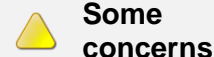
(D Caulfield)

#### What's gone well this quarter:

- Refurbishment of Selby Library as part of Better Together customer and community work stream - includes improved access to technology. The library is due to reopen in May 2018;
- Assisted Digital package put together for Universal Credit claimants – including guide for setting up email addresses – used to support all self-serve customers that need help.

#### What are we concerned about:

- The digital access we have put in place in the libraries will support the introduction of Universal Credit in the district



## 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:

- Worked with Inspiring Healthy Lifestyles and North Yorkshire Police to engage young people, to reduce the perception of, and opportunities for anti-social behaviour to be committed;
- Partners, businesses and local community engaged to tackle graffiti hotspots in the district;
- National Centre for Domestic Violence training session about staying safe and legal powers for protection;
- Safeguarding training rolled out for all taxi drivers;
- Training sessions for professional to support development of understanding and engaging with the Prevent agenda.
- Worked with HMRC, Gambling Commission and North Yorkshire Police to take enforcement action against a number of licensed premises in the district

#### What are we concerned about:

- N/A

 **On track**

### Commissioning those best placed to deliver services on our behalf

(J Slatter)

#### What's gone well this quarter:

- Committee Management System commissioned;
- PLAN Selby consultation software commissioned;
- Byram House Building Contract commissioned;
- Safeguarding Policy review consultant commissioned.

#### What are we concerned about:

- N/A

 **On track**

### 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:

- The 'Don't be a Waster' campaign shortlisted for the Public Finance Innovation Awards 2018 for Community Engagement Project of the Year;
- Executive approved the District's first Visitor Economy Strategy and Action Plan in March 2018.

#### What are we concerned about:

- N/A

 **On track**

**Helping people access services digitally**

(J Slatter)

**What's gone well this quarter:**

- Progress on delivering more services online: launched online direct debit for paying council tax – over 300 completed; new PCs in the Contact Centre for customers to self-serve (with support available); over 300 benefit claims/changes delivered online since October.
- Developed information on local groups who can support IT access and digital support. Promoted this across organisations, in Citizen Link, the Selby Advice Network, the libraries and other public access points.

**What are we concerned about:**

- The pace of delivery of digital transformation. Recruitment commenced in March – staff expected to be in roles in Q1. Options being explored re: increasing capacity further.

**Some concerns**



# Delivering corporate priorities: Exceptions Q4 2017/18

## Summary

64% KPIs improved

71% KPIs on target

77% Projects on track

Indicator/action	Exception	Actions/Comments
<b>Positive performance - KPIs</b>		
Number of SMEs supported	Target exceeded	A total of 100 SMEs, against a target of 75, have been supported following the appointment of a Senior Business Advisor. Support provided is a combination of 1-2-1 business engagement and a number of business seminars/workshops.
Number of additional homes provided in the district	Target exceeded	524 against a target of 450 – this high performance can be attributed to the Council's proactive approach bringing forward housing sites in its main settlements
Number of new Selby District Council/HRA units delivered	Target exceeded	Reported annually - 15 delivered against a target of 4 –on sites at Byram and Eggborough
Number of empty properties brought back	Target exceeded	Over the course of the year 18 empty properties have been brought back into use – exceeding the target of 12. We have achieved this through working with owners without the need for enforcement action and progress is expected to slow over the next financial year.
Average wait time – in minutes – before a customer is seen by an advisor	Target exceeded	Average wait time for customers seeing an advisor is 7.33 minutes against a target of 10 minutes. This is an excellent result considering short and long term sickness and still supporting staff in their probationary period
Average wait time – in minutes- before a customer phone call is answered by an advisor	Target exceeded	The average wait time for a customer to have a call answered is 1.54 minutes against a target of 2 minutes. Whilst we are receiving fewer calls, they are more complex in nature and therefore contact is longer than has previously been the case.
Debt collection – all 4 KPIs	All targets exceeded	% Council Tax debt recovered and Council Rent recovered were both over target bringing in the equivalent of £248k and £344k respectively. The success of Non-domestic rate and Sundry debt collection rates is due to the use of new recovery processes. We will continue to review recovery procedures and work with requesting services to enable <u>robust collection to continue next year.</u>
Planned Savings	Target exceeded	The planned savings target of £880k in 2017/18 was exceeded in the year by £43k. However, the main driver of this was higher than expected savings from the pay down of the pension deficit in the HRA. Savings in the General Fund were short of target by £34k primarily due to loans to the Housing Trust occurring later in the year than anticipated and property projects still under consideration. A strong focus on savings delivery will be maintained over the coming year as our target increases.

## Summary

**64%** KPIs improved

**71%** KPIs on target

**77%** Projects on track

Indicator/action	Exception	Actions/Comments
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## Performance concerns – KPIs

Number of affordable homes provided in the district	Target not met	86 against a target of 180 – the 40% affordable homes target on developments is a maximum and is subject to viability testing through the planning application process. 27% of the plots were on sites of less than 10, which are no longer required to provide affordable housing under national policy.
Number of new Selby District Housing Trust units delivered	Target not met	Reported annually - 0 delivered against a target of 6. However, the development of 5 homes has started on site in Riccall and these are due for completion September 2018. The Trust has agreed Terms with the developer to acquire 12 homes on a site at Ousegate in Selby
Average time taken to re-let vacant Council homes	Target not met	43 days against a target turnaround time of 26 days. This quarter we have had an increase in the number of void properties requiring additional work to bring them back to a lettable standard due to the extent of works required – the agreed increased budget will address this. Difficulty recruiting and retaining tradesmen have impacted on the resources available to work on the void properties – in the longer term a review of Property Services will take place.
Number of missed bins	Target not met	0.69 (159 bins) in Q4 compared to 0.21 (49 bins) in previous quarter and 0.33 Q4 last year. This increase is due to a number of factors including Christmas catch up, bad weather (snow) and vehicle breakdowns, but mainly due to increased property growth - officers are working closely with contractors to resolve this issue.
Staff sickness	Target not met	6.33 days in Q4 against a target of 5 days, but levels are reducing compared to 12 months ago, when the figure was 8.09 days.
% of stage 2 complaints responded to within 20 working days	Target not met	8 stage 2 complaints received – 63% (6 complaints) responded to in time, against a target of 90% – down compared to the previous quarter figure of 100% and is the same level of performance as Q4 last year

# Delivering corporate priorities: KPIs

Q4 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 (Q4 16/17)	17/18 Target	Previous Value (Q3 17/18)	Latest Value (Q4 17/18)	Short Term Trend	Long Term Trend	Traffic Light
Number of SMEs supported (Year to date)	Aim to Maximise	n/a	75	57	100		n/a	
Number of jobs created (annual – report in Q3)	Aim to Maximise	-	2400	-	-	-	-	-
Number of additional homes provided in the district	Aim to Maximise	562	450	n/a	524	n/a		
Number of affordable homes provided in the district (annual – reported at Q4)	Aim to Maximise	125	180	n/a	86	n/a		
Number of new Selby District Housing Trust units delivered (annual – reported Q4)	Aim to Maximise	n/a	6	n/a	0	n/a	n/a	
Number of new Selby District Council/HRA units delivered (annual – reported Q4)	Aim to Maximise	0	4	n/a	15	n/a	n/a	
Average time taken to re-let vacant Council homes (General Need & Sheltered are now combined)	Aim to Minimise	17.7	26	36.3	43.6			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.05%	97.00%	99.17%	99.90%			
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	6	12	13	18			
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.33	0.29	0.21	0.69			
% of relevant land and highways assessed as within contract standard for litter (annual – Q4)	Aim to Maximise	98.39	95.00%	n/a	95.99%	n/a		
Number of visits to combined Leisure Centres	Aim to Maximise	105,322	100,000	78,052	109,946			
Number of gym 'Lifestyle' members as % of population	Aim to Maximise	18.47%	18.00%	19.25%	19.3%			
Increase in Council Tax Base	Aim to Maximise	30,710	30,772	30,768	30,798			
% of active gym 'Lifestyle' members participating in 1 or more sessions per week	Aim to maximise	49.13%	47%	42.13%	46.65%			
Number of GP referrals (Year to date)	Aim to maximise	336	225	280	377			
% adults achieving at least 150 mins physical activity per week (annual – reported Q4)	Aim to maximise	n/a	65%	n/a	60%	-	-	
External auditor Value for Money conclusion (annual – reported Q3)	Aim to Maximise	Yes	Yes	Yes	Yes	-	-	
Amount of planned savings achieved (£000s)	Aim to Maximise	£582k	£856k	£889k	£923k			
Average days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	8.09 days	5.00 days	6.79 days	6.33 days			
Average time to process new claims (total)	Aim to Minimise	19.25 days	22.00 days	17.18 days	21.56 days			
Average days to process Change of Circumstances	Aim to Minimise	4.93 days	8.40 days	4.74 days	3.32 days			
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	87.50%	60.00%	65.00%	88.89%			
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	n/a	75.00%	87.69%	89.02%		-	

# Delivering corporate priorities: KPIs








Q4 2017/18















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-  Trend - Improving
-  Trend - No Change
-  Trend - Getting Worse

KPI	Direction of Travel	Previous YTD (Q4 16/17)	17/18 Target	Previous Value (Q3 17/18)	Latest Value (Q4 17/18)	Short Term Trend	Long Term Trend	Traffic Light
Total number of (stage 1) complaints received	Aim to Minimise	16	-	24	24	-	-	
% of stage 1 complaints responded to within 20 working days	Aim to Maximise	81%	90%	92%	88%			
% of stage 2 complaints responded to within 20 working days	Aim to maximise	63%	90%	100%	75%			
% Freedom of Information requests responded to within in 20 days	Aim to Maximise	83.95%	86.00%	88.11%	86.31%			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	6.35 min	10.00 min	6.33 min	7.33 min			
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.41 min	2.00 min	1.44 min	1.54 min			
% eligible employees receiving appraisal in last 12 months (due in Q1)	Aim to Maximise	-	-	-	TBC	-	-	-
Health & Safety: Accidents in the last 12 months (Year to date)	Aim to Minimise	10	12	13	15			
Staff satisfaction: % employees agree <i>SDC is a great place to work and has a bright future</i> (Annual)	Aim to Maximise	-	-	76%	n/a	-	-	-
% of Council Tax debt recovered	Aim to Maximise	97.91%	97.90%	85.30%	98.37%			
% of Council Rent debt recovered	Aim to Maximise	98.20%	97.65%	98.10%	98.52%			
% of Non-domestic Rate debt recovered	Aim to Maximise	98.20%	98.55%	78.89%	99.36%			
% of Sundry Debt recovered	Aim to Maximise	92.5%	92.23%	81.95%	98.09%			
Amount of Business Rates Retained (£s)	Aim to Maximise	7,505,257	7,500,000	9,730,189	9,720,451			

Key:








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








































	Managed By	Due Date	Progress Icon
<b>A great place... to do business</b>			
Enabling economic development – includes the redevelopment of Kellingley Colliery and inward investment for Sherburn 2 site	I Brown	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	
<b>A great place... to enjoy life</b>			
Increasing recycling – Complete Recycling options appraisal	K Cadman	June 2018	
Enable housing development – Review, adapt and implement the Council's Housing Development Programme.	C Kwasniewski	March 2020	
Manage Housing Infrastructure Fund investment to bring forward the development of the Olympia Park site in Selby	D Caulfield	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	
<b>A great place... to make a difference</b>			
Safeguarding – Review safeguarding procedures and practices	A Crossland	June 2018	
<b>Delivering great value</b>			
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	TBC	
Increase income - Deliver Police co-location project	J Rothwell	November 2018	
Capital investment – Deliver HRA capital programme	J Rothwell	Rolling programme	
Capital investment – Deliver GF capital programme including car park improvement programme	J Rothwell	March 2021	

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	86,700	<b>86,900</b>	n/a
% of the district population of working age (16-64)	annual	62.2%	<b>62%</b>	below average
% of the district population aged 65+	annual	19.4%	<b>19.7%</b>	below average
% working age population in employment	quarterly	77.6%	<b>78.8%</b>	above average
% working age population claiming Job Seekers Allowance	quarterly	0.76%	<b>0.8%</b>	below average
% working age population qualified to Level 4+ (annual measure)	annual	31.1%	<b>28%</b>	below average
% working age population with no qualifications (annual measure)	annual	8.2%	<b>8.9%</b>	below average
Total Gross Value Added (£)	annual	£1,879m	<b>£1,930m</b>	n/a
VAT Registrations per 10,000 Population Aged 16+	annual	-	<b>486.9</b>	n/a
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	£500.10	<b>£553.40</b>	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.7%	<b>3.6%</b>	below average
% adults defined as overweight or obese (annual measure)	annual	68.6%	<b>63.8%</b>	above average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	17.6%	16.5%	above average




# Delivering corporate priorities: KPIs Year end 2017/18


























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

KPI	Direction of Travel	2016/2017	2017/2018	Trend	Traffic Light	What does this mean?
Number of SMEs supported	Aim to Maximise	n/a	100	n/a		Following the introduction of a Business Advisor we have been able to help 100 SMEs since June
Number of additional homes provided in the district	Aim to Maximise	562	524			Whilst we have seen less built than last year we are still over our 450 target.
Number of affordable homes provided in the district	Aim to Maximise	125	86			27% of plots were on sites of less than 10, with no requirement to include affordable homes. The remaining plots were subject to viability testing.
Number of new Selby District Housing Trust units delivered	Aim to Maximise	n/a	0	n/a		Whilst none have been delivered this year, we have worked hard to ensure we are in a strong position to deliver homes in 2018/19.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	0	15	n/a		We have built new homes in Eggborough and Byram this year
Average time taken to re-let vacant Council homes (General Need & Sheltered are now	Aim to Minimise	22.8	34.2			Whilst performance is down, we have agreed additional budget to support re-let times next year
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.17 %	99.55 %			We have maintained performance across another busy year
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	2	18			With our new dedicated team we have managed to bring back into use 18 empty homes
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.32	0.34			Number of developments putting pressure on collection rounds
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	98.39 %	95.99 %			Performance has dropped slightly, but we continue to operate better than target
Number of visits to combined Leisure Centres	Aim to Maximise	399,213	395,893			Despite performance dropping slightly, we continue to promote our leisure services.
Number of gym 'Lifestyle' members as % of population	Aim to Maximise	18.47 %	19.3 %			Members of the public continue to take advantage of our leisure centres' membership cards.
Increase in Council Tax Base	Aim to Maximise	30,734	30,798			During the year there has been an increase of 573 dwellings, which increased the base by 64 after taking into account discounts and exemptions.
% of active gym 'Lifestyle' members participating in 1 or more sessions per week	Aim to maximise	49.13 %	46.65 %			Whilst this figure has reduced, Tadcaster Leisure Centre has performed strongly.
Number of GP referrals	Aim to maximise	336	377			We have seen increased targeted support from GPs for patients who benefit from activity sessions.
% adults achieving at least 150 mins physical activity per week	Aim to maximise	60%	60%			This rate has remained consistent over the past 3 years.
External auditor Value for Money conclusion	Maintain	Yes	Yes			The external auditor continues to agree we are delivering value for money.
Amount of planned savings achieved (£000s)	Aim to Maximise	£582k	£923k			We have exceeded our overall savings target by £43k although fell short on the General Fund. Further work is needed next year as our target increases
Average days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	8.09 days	6.33 days			We have implemented measures to tackle absence including training managers
Average time to process new claims (total)	Aim to Minimise	19.25 days	21.34 days			Following recruitment and a successful annual billing process next year should see improvements.
Average days to process Change of Circumstances	Aim to Minimise	4.93 days	4.61 days			The average days remain considerably better than target.
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	71.74 %	79.63 %			We continue to see the benefits of our planning review and the additional resources we put in place
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	85.2%	88.32 %			We continue to see the benefits of our planning review and the additional resources we put in place

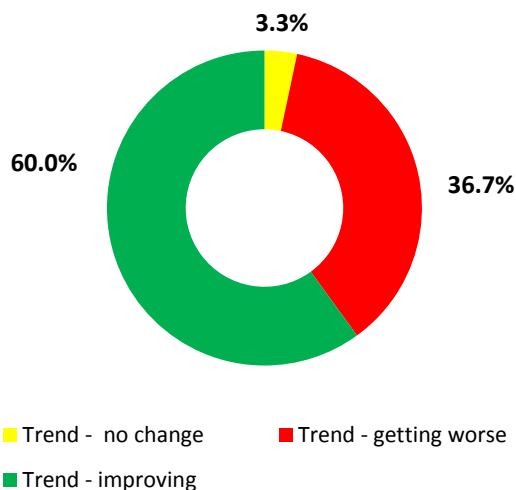
# Delivering corporate priorities: KPIs Year end 2017/18

Key:  Data Only    Trend - No Change    Trend - Improving    Trend - Getting Worse

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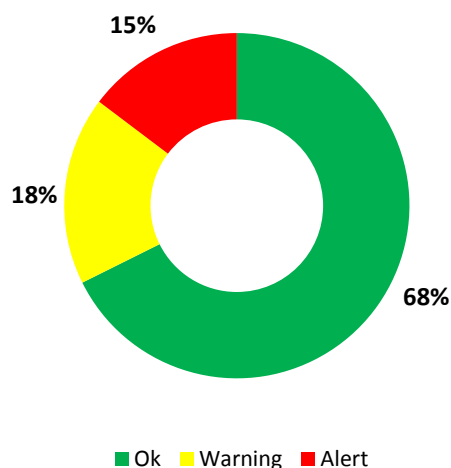
KPI	Direction of Travel	2016/2017	2017/2018	Trend	Traffic Light	What does this mean?
Total number of (stage 1) complaints received	Aim to Minimise	74	85			Despite an increase in the number of complaints received we have improved our efficiency in dealing with them.
% of stage 1 complaints responded to within 20 working days	Aim to Maximise	74%	80%			The new policy and procedures continue to improve performance
% of stage 2 complaints responded to within 20 working days	Aim to maximise	77%	79%			The new policy and procedures continue to improve performance
% Freedom of Information requests responded to within in 20 days	Aim to Maximise	83.95 %	86%			Improvements to our open data have allowed us to respond to FOIs quicker.
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	6.58 min	7.33 min			We have had staffing issues, however, recruitment and improvements to self-serve options should help improve performance
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.41 min	1.54 min			As above – we expect to see improvements as a result of recruitment and self-serve options
Health & Safety: Accidents in the last 12 months (Year to date)	Aim to Minimise	10	15			Two of these accidents were classed as reportable. The HSE was satisfied with the submitted reports and requested no further information
Staff satisfaction: % employees agree <i>SDC is a great place to work and has a bright future</i>	Aim to Maximise	n/a	76%	n/a		This may be attributable to the positive atmosphere following the restructure
% of Council Tax debt recovered	Aim to Maximise	97.91 %	98.37 %			We are 0.47% ahead of target which is the equivalent of £248k.
% of Council Rent debt recovered	Aim to Maximise	98.20 %	98.52 %			Strong performance to be above target which included use of new recovery processes
% of Non-domestic Rate debt recovered	Aim to Maximise	98.20 %	99.36 %			We are 0.81% ahead of target which is the equivalent to £344k
% of Sundry Debt recovered	Aim to Maximise	92.5%	98.09 %			We will continue to review recovery procedures and work with requesting services to enable robust collection to continue next year
Amount of Business Rates Retained (£s)	Aim to Maximise	7,505,257	9,720,451			Improved performance as we continue to receive the renewable energy windfall

### 2017/18 Trend analysis



This table shows how we have performed in 2017/18 in comparison to 2016/17. It only includes those indicators which are directly comparable.

### 2017/18 Target analysis



This table shows how we have performed in 17/18 against our annual targets. This does not include those indicators which are for data only.





**Report Reference Number: E/18/07**

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**To:** The Executive  
**Date:** 7 June 2018  
**Status:** Non-key decision  
**Ward(s) Affected:** All  
**Author:** Michelle Dinsdale, Senior Policy & Performance Officer  
**Lead Executive Member:** Councillor Chris Metcalfe, Lead Executive Member for Communities and Economic Development  
**Lead Officer:** Stuart Robinson, Head of Business Development & Improvement

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**Title:** Selby District Council Equality Objectives 2017-2020 – Progress Report

**Summary:**

As a public body we are required under the Equality Act 2010 Public Sector Equality Duty (PSED) to publish one or more Equality Objective. We must do this at least every four years. Our current objectives were approved by the Executive on 12 October 2017. At the time of approval it was agreed that a progress report on the Action Plan would be brought to the Executive in April/May each year. This report provides details of progress made in the six months, since the objectives were approved (October 2017 to April 2018).

**Recommendations:**

- i. That Executive note the progress made against the Equality Objectives.

**Reasons for recommendation**

To ensure compliance with the Equality Act 2010 Public Sector Equality Duty. To update the Executive on progress made against the Equality Objectives Action Plan since it was approved in October 2017.

## 1. Introduction and background

- 1.1 As a public body we are required under the Equality Act 2010 Public Sector Equality Duty (PSED) to publish one or more Equality Objective. We must do this at least every four years.
- 1.2 In setting objectives, we must set out what we are aiming to do to fulfil our obligations under the PSED. The duty requires us to have due regard to
1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 1.3 The nine protected characteristics are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; and sexual orientation.
- 1.4 In October 2017, the Executive approved the following two broad objectives:
- 1. Ensure services delivered by, or on behalf of Selby District Council are - as far as possible - accessible and do not discriminate.**
  - 2. Ensure employees and Members are supported to deliver accessible, non-discriminatory services.**

## 2. Current Objectives

- 2.1 The objectives take account of current equality data and processes and are linked to the delivery of The Corporate Plan 2015-2020. They are based around understanding the diversity of our customers and employees in order to better meet their needs.
- 2.2 The approach to setting objectives was based on retaining two general objectives – one outward/customer facing and the second one focused on internal matters – delivered through a detailed set of actions. The benefit of keeping the objectives relatively high level is that it provides flexibility to the Council in how we deliver the objectives. As a result, the actions will change over time.

### 2.3 Equality Objectives Action Plan

- 2.4 The Action Plan contains a number of activities that are not only the right thing to do but, in the main, activities that are already integrated into service delivery. This helps embed equality into mainstream activity.

Progress has been made in a number of areas (see Appendix A). A number of actions are on-going and will be carried forward to the actions for the coming 12 months, along with those actions which have as yet not progressed.

## 2.5 What's gone well:

- **Improved data** - both in terms of our workforce and the district.
  - In line with our legal obligation we published A Picture of Diversity in January 2018 (Appendix B). This provides a comparison of the protected characteristics of the workforce and the district and identifies that our workforce is broadly representative of the district.
  - A Selby District Council Workforce Metrics report has also been produced which provides data in terms of protected characteristics for starters, leavers, top grades etc. (Appendix C).
  - In April we published our gender pay gap which showed a 'mean' hourly rate of pay difference of 10.9% and a 'median' hourly rate of pay difference of 14.3%.
- **Selby District Needs Assessment** - has been updated. We commissioned North Yorkshire County Council to produce picture of the district. It identifies that the district has the highest projected population increase of all North Yorkshire districts, supporting the need for housing growth. We will continue to refine our understanding of the needs of the district.
- **The Strengthening our approach to impact assessments** - better data is helping with this (though there is still further work to do) and Equality Diversity and Community Impact (EDCI) assessments will be expanded to include health impact assessments.
- **Equalities Framework** – this sets out our commitment to equalities and our arrangements for delivering on that commitment. Although drafted, this approval of this framework is expected shortly.
- **Equalities training** - maintaining staff and Member awareness – Equalities is included as part of the induction process for all new starters. All staff continue to undertake mandatory equalities training and this is monitored through the PDR process. Training for elected members is currently being arranged to ensure they are supported to maintain understanding.
- **Strengthening our approach to monitoring and reporting** – our draft Corporate Performance Framework will be introduced in 2018/19. Incorporating equality measures will help to raise visibility and ensure actions are delivered. All Service Plans are subject to EDCI screening.

## 2.6 What's not gone well:

- **Customer Strategy** – in progress – we will refocus for the future and take a different approach, following peer review feedback.
- **Resident Survey** – deferred – will be revisited June 2018.

- **Organisational Development Strategy** – will be delivered June 2018, following the Investors In People (IIP) assessment in April – which will be a research exercise and will provide the baseline for the strategy.

## 2.7 **Monitoring**

We will continue to ensure that the actions are proportionate and relevant and specific enough that we will be clear when they have been successfully delivered. The Action Plan will continue to be regularly monitored and progress made against the objectives will continue to be reported to Executive annually.

## 3. **Alternative Options Considered**

N/A

## 4. **Implications**

### 4.1 **Legal Implications**

Under the Equality Act 2010 Public Sector Equality Duty (PSED) we are required to publish one or more Equality Objectives at least every four years.

### 4.2 **Financial Implications**

None

### 4.3 **Policy and Risk Implications**

None

### 4.4 **Corporate Plan Implications**

The Equality Objectives support the Corporate Plan objectives to enjoy life and make a difference.

### 4.5 **Resource Implications**

None

### 4.6 **Other Implications**

None

### 4.7 **Equalities Impact Assessment**

The setting and monitoring of our equality objectives will have a positive impact on the nine protected characteristics.

## **5. Conclusion**

- 5.1** As a public body we are required under the Equality Act 2010 Public Sector Equality Duty to publish one or more Equality Objective. We must do this at least every four years. The current objectives were approved in October 2017. Progress has been made against a number of our objectives. Where progress is on-going or not on track, these actions will be taken forward in 2018/19. The Action Plan will continue to be updated. Progress is next due to be reported back to Executive in April 2019.

## **6. Background Documents**

None

## **7. Appendices**

Appendix A - Equality Objectives 2017-2020 Action Plan – Progress

Appendix B - A Picture of Diversity

Appendix C - Selby District Council Workforce Metrics Report









### **Contact Officer:**









Michelle Dinsdale  
Senior Policy & Performance Officer  
mdinsdale@selby.gov.uk  
01757 292041

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## Equality Objectives 2017-2020 Action Plan – Progress (as at April 2018)

Key:  No progress  Completed/on track  On-going

<b>Objective 1: Ensure services delivered by, or on behalf of Selby District Council are - as far as possible - accessible and do not discriminate</b>	
<b>Action</b>	<b>Progress</b>
<b>Service Plans</b> - Ensure equalities are integrated in all Service Plans e.g. Action to develop/improve data gathering mechanisms	
<b>Community Needs Assessment</b> - NYCC to provide business intelligence to update the latest version to include district profile in terms of Protected Characteristics (PCs)	
<b>Delivery Partners and Third Sector</b> - Develop relationships to better connect and support communities across the district	
<b>Customer Strategy</b> - Monitor progress on the implementation of the strategy	
<b>Resident Survey</b> - Deliver a survey to a sample of all residents to test out views of what it is like to live in the district. Analyse by PCs	
<b>Equality Network Groups</b> - Establish and maintain links with local equality networks e.g. Selby Equality Network Group. Identify new equality networks e.g. Mental Health	
<b>Employer Sponsored Volunteer Scheme</b> - Design a scheme and promote the benefits to employees	
<b>Equality Diversity and Community Impact Assessment (EDCI) and Health Impact Screening</b> - Review EDCI template and include health impact as part of the assessment Review process - including completion monitoring, accountability, quality controls and health impact assessment	



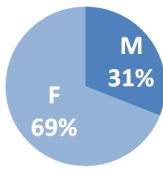
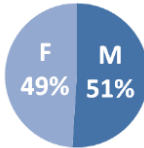


<b>Objective 2: Ensure employees and Members are supported to deliver accessible, non- discriminatory services</b>	
<b>Action</b>	<b>Progress</b>
<p><b>Workforce Data</b> - HR employee information form – include details of all PCs and ensure system is able to record all details Improve the quality of our data and information analysis by improving the electronic employee data recording system</p>	
<p><b>Staff Survey</b> - Include equality group/PC data questions in staff survey</p>	
<p><b>Organisational Development Strategy</b> - Develop a new strategy which considers the diversity of the workforce</p>	
<p><b>Equality Diversity and Community Impact (EDCI) Screening/Assessment</b> - Provide support and training/refresher training for staff. Raise awareness of the need to undertake screening/assessment and the process to be followed.</p>	
<p><b>Equalities Staff Working Group</b> - Explore the appetite for a staff forum/working group (through the staff survey) made up of representatives from all PCs</p>	
<p><b>Employment Policies</b> - Develop and review employment policies to ensure they are up to date and supportive of a diverse workforce. Review Equal Opportunities in Employment and Equal Opportunities Policy Relating to Disability</p>	
<p><b>Equalities Training</b> - Develop/improve our training offer around equalities, e.g. through updating our eLearning package. Requirement for all roles – understanding of equalities. Mandatory training for all employees.</p>	
<p><b>Management Information</b> - Introduce equalities management information reporting</p>	



# A Picture of Diversity


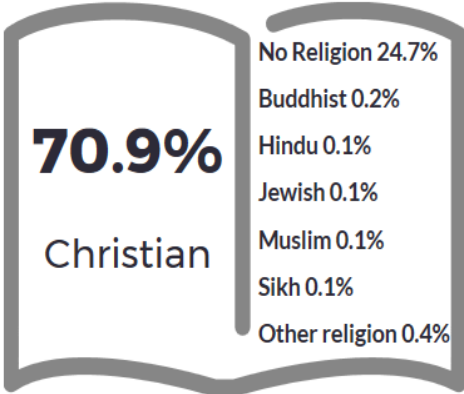






31 March 2018

		Understanding our data	How do we compare?
<b>Age</b>	<p>The average age of our employees is slightly lower than the average working age of Selby District.</p>	<p><b>Selby Council</b></p> <p><b>43.75</b> average employee <b>age</b></p>  <p><b>267</b> employees</p>	<p><b>Selby District</b></p> <p><b>44.3</b> average working <b>age</b> in Selby (16-64)</p>  <p><b>86,700</b> residents</p>
<b>Gender</b>	<p>We employ significantly more women than men, particularly in part time work – which is typical of local government.</p>	<p><b>Selby Council</b></p> <p>Full time: 39.3% Male, 60.7% Female Part time: 10.5% Male, 89.5% Female</p> <p><b>50%</b> of the top 5% earners are <b>female</b></p>  <p><b>82</b> Males employed <b>185</b> Females employed</p>	<p><b>Selby District</b></p> <p>Full time: 62% Male, 38% Female Part time: 16% Male, 84% Female</p>  <p><b>22,800</b> Males employed in Selby <b>21,800</b> Females employed in Selby</p>
<b>Race</b>	<p>We have a slightly lower BME percentage when compared to Selby District.</p>	<p><b>Selby Council</b></p> <p>BME <b>3%</b></p>  <p><b>97%</b> White British</p>	<p><b>Selby District</b></p> <p>Other white <b>2.9%</b> Mixed <b>0.8%</b> Asian <b>0.3%</b> Black <b>0.3%</b> Other <b>0.0%</b></p>  <p><b>95.5%</b> White British</p>

# A Picture of Diversity

31 March 2018

	Understanding our data	How do we compare?
Religion and Belief	<p><b>Selby Council</b></p>  <p>This data is not currently captured about employees</p>	<p><b>Selby District</b></p>  <p><b>70.9%</b> Christian</p> <ul style="list-style-type: none"> <li>No Religion 24.7%</li> <li>Buddhist 0.2%</li> <li>Hindu 0.1%</li> <li>Jewish 0.1%</li> <li>Muslim 0.1%</li> <li>Sikh 0.1%</li> <li>Other religion 0.4%</li> </ul>
Disability	<p><b>Selby Council</b></p>  <p><b>5%</b> Employees</p> <p>declared a <b>disability</b></p> <p>disability confident</p>	<p><b>Selby District</b></p>  <p><b>16.5%</b> Residents</p> <p><b>13,678</b> people have long term health problems and/or a disability</p> <p>Long term health problem(s) and/or a <b>disability</b></p> <p>disability confident</p>
Pregnancy and Maternity	<p><b>In 2016...</b></p> <p><b>6</b> people took <b>paternity leave</b></p> <p><b>10</b> maternities</p>  <p><b>38.4</b> maternities per 1,000 female employees (aged 17-45)</p> <p><b>Selby Council</b></p> <p>(November 2017 data)</p>	<p><b>In 2015...</b></p> <p><b>62.1</b> maternities per 1,000 female Selby residents (aged 17-45)</p> <p><b>920</b> maternities</p>  <p><b>Selby District</b></p>

# A Picture of Diversity

31 March 2018

		Understanding our data	How do we compare?
<b>Marriage &amp; Civil Partnership</b>	<p>Our profile for marriage and civil partnership is very similar to the Selby District.</p>	<p> <b>56%</b>  <b>Married/civil partnership</b>                      (November 2017 data)                 </p>	<p> <b>55.5%</b>  <b>Married/civil partnership</b> </p>
		<p><b>Selby Council</b></p>	<p><b>Selby District</b></p>

Sexual orientation data is not currently measured by Selby District Council. It was also not measured by the Office for National Statistics in the 2011 census. Therefore, there is no sexual orientation data available for Selby District. LGBT charity Stonewall predicts that 5-7% of the population are LGBT. Based on this it can be estimated that 4,335-6,069 of the district population are LGBT.

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# Workforce Metrics Report 2017/18





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## 1. Introduction

The 2017/18 annual Workforce Metrics Report is based on data on 31 March 2018 and includes information and analysis about the people who we employ. Workforce data is collected and stored using the Council's HR systems.

The purpose of this report is to provide a comprehensive profile of our workforce at 31 March 2018, including those who have left over the 2017/18 financial year.

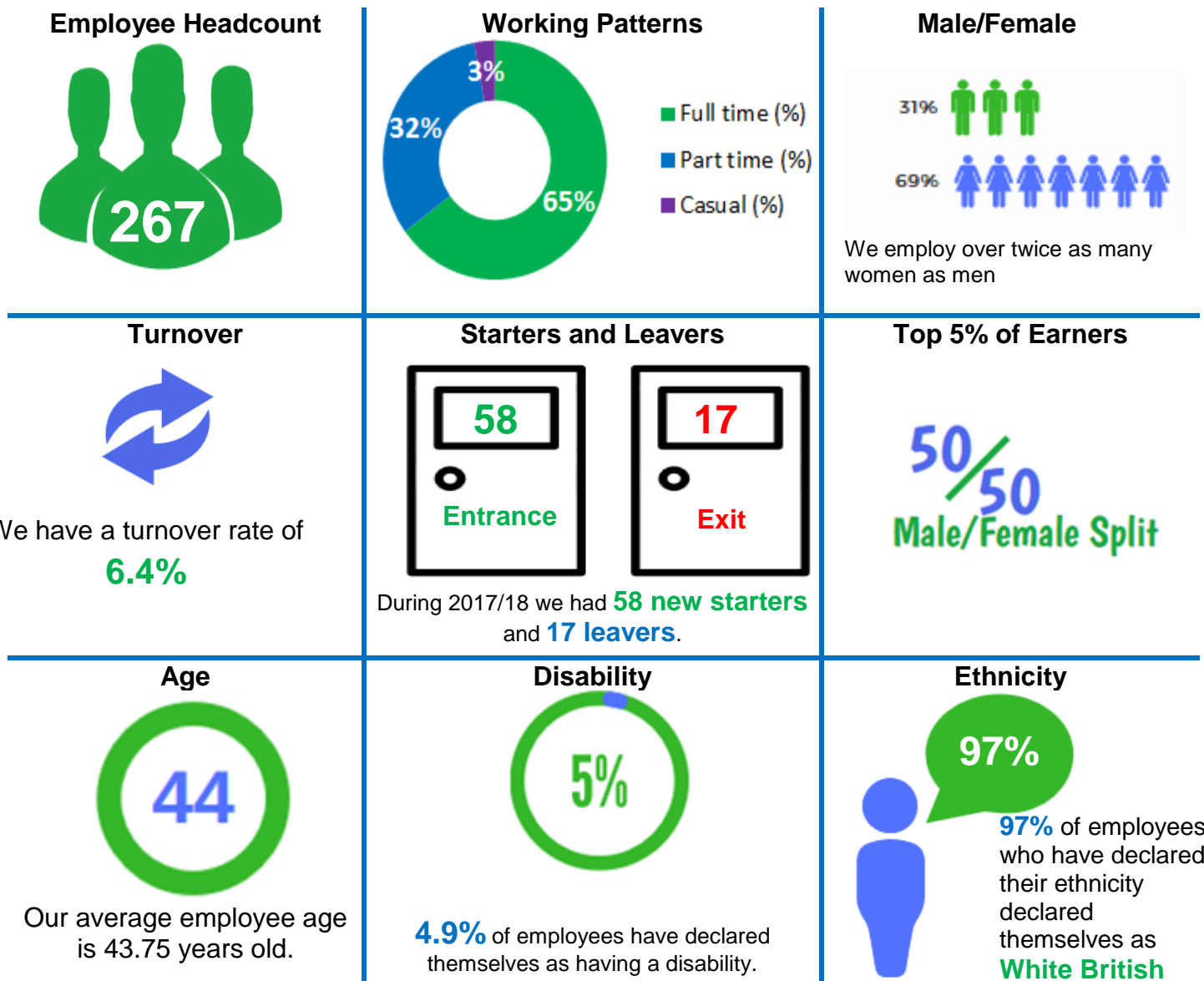
Our workforce is increasingly diverse and complex, reflecting the range and type of services which we deliver. Our workforce has undergone significant transformation following our recent Council-wide review and restructure – completed in April 2017 – which bucked the national trend and introduced new teams and new jobs – showing we are investing in our district, whilst many others have been forced to make cuts to staff numbers. However, as a council, we still do need to make further savings and increase our income; all in a time of increasing demands for services from our communities. Our new structure will ensure that we are best placed to achieve this by having the right people in the right places to make this possible.

Meaningful workforce data helps us to plan and develop our workforce to be capable of delivering future services in a more efficient and effective way. Supporting effective business planning the data ensures that we have a workforce capable of delivering the services we need.

We promote equality of equal opportunity across the Equality Act 2010 protected characteristics; disability, gender, race, religion or belief, age, sexual orientation, marital or civil partnership status, pregnancy and maternity and gender reassignment. This report also provides data to help understand the effectiveness of our policies in promoting equality and by analysing the data we can better understand how effective our policies have been enabling us to plan future actions.

## 2. Council figures - as at 31 March 2018.

This section will detail some of the headline statistics about our workforce - we will then cover in more detail some of the individual characteristics. For more complete comparisons on how our employees compare with the district across the Equality Act 2010 protected characteristics our “Picture of Diversity” can be viewed [here](#).



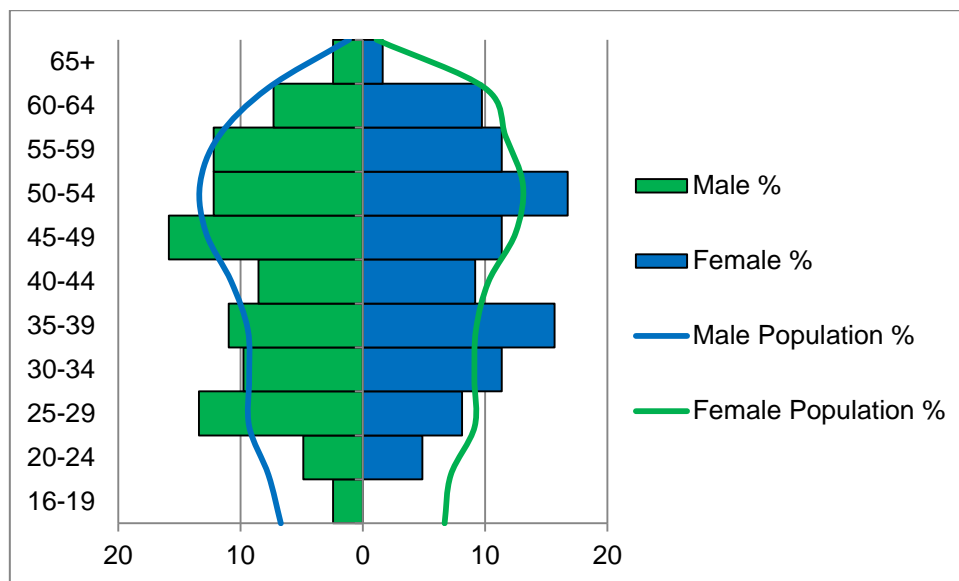


## Age

The below table shows employee ages, by years, split into bands. These bands are the same as used by several other authorities and are compatible with Office for National Statistics population data. We can therefore benchmark against similar authorities and against population data with the aim of ensuring that our workforce is representative of the resident population of the district.

Age bands								
	16-24	25-29	30-44	45-59	60-64	65+	Median Average Age	Mean Average Age
Count	15	26	91	106	24	5	45	43.75
(%)	5.6	9.7	34.1	39.7	9	1.9	n/a	n/a

Staff Age Pyramid Chart



- The mean average age of our employees has reduced from 44.14 years old in 2016/17 to 43.75 in 2017/18.
- The 45-59 age band has the most employees within it. This trend is shared by both male and female employees and the resident population.
- The majority of employees (73.8%) are aged between 30 and 59 which indicates that the council's short to medium term business continuity will not be affected.

- However, with only 15.3% of employees aged under 30 we may need to ensure recruitment campaigns target young people in the future to ensure business continuity can take place over the long term as the current workforce ages.
- In 2017, our workforce included 2 apprentices and 3 trainees.
- Our median age is 45, whilst the district's median age is 44.5. This again, demonstrates we are representative of the resident population.
- The most significant proportion increase was in the 16-24 age group which has more than doubled in count size and increased 2.6%.

## Gender

The table below shows the count and percentages of our employees who are female or male.

Gender		
	Female	Male
Count	185	82
(%)	69.3	30.7

- Our gender pay gap is a 'mean' hourly rate of pay difference of 10.9% and a 'median' hourly rate of pay difference of 14.3%. The gender pay gap is reported in full on our website at: <http://www.selby.gov.uk/gender-pay-gap-reporting>
- A disproportionate amount of females work part-time (89.5%) compared with males (10.5%). This is typical of both local government more widely and our district; it is therefore not cause for concern.



**89.5%** of  
our part-time  
workers are  
female

- We employ over twice as many females (185) as males (82). This has been credited, in part, to our flexible working through 'family friendly' and 'work/life balance' policies..
- Whilst our workforce has grown, the percentage of women in the workforce has not changed a statistically significant amount from 2016/17 (68.7%) to 2017/18 (69.3%). However, this direction of travel pushes us further from being representative of the district which is made up of 49% females and 51% males.

## Disability

The table below shows the count and percentage of employees who have declared themselves as having a disability.

Disability			
	Yes	No	Not known
Count	13	253	1
(%)	4.9	94.8	0.4

- We have 13 employees (4.9%) who have declared themselves as having a disability.



**4.9%** of employees have declared themselves as having a disability.

- The majority of our employees who have declared a disability have been working for us for over 5 years. This would indicate that, despite the relatively low numbers of employees who have declared a disability, we are an inclusive employer who continues to support our employees.
- This is an area where we are disproportionate from our residents – 16% of residents responded to the census 2011 stating that they have a long term health problem or disability.
- In 2017/18 the proportion of staff who have declared themselves as having a disability reduced from 7.4% to 4.9%. We will continue to ensure our recruitment reflects our objective to be an inclusive employer.

## Ethnicity

The table below shows the count and percentage of employees who have declared their ethnicity as White British, as a BAME ethnicity, chosen not to state their ethnicity or their ethnicity has not been recorded.

Ethnicity				
	White British	BAME	Not Stated	Unknown
Count	252	8	2	5
(%)	94.4	3.0	0.7	1.9

- From those who have declared their ethnicity we have 97% employees who have declared themselves as White British which is slightly higher than the 95.5% of residents who declared themselves White British in the 2011 census.



- This suggests that our workforce is slightly less diverse than the resident population of the district. With 3% of employees who declared their ethnicity stating they are from a BAME background, where as 4.3% of residents responded to the census stating they are from a BAME background.
- 2.6% of employees have chosen not to state their ethnicity or it is not known to us.
- Overall our employees appear to represent the ethnic make-up of the district closely – the 2.6% (7 headcount) of staff whose ethnicity we do not know will not significantly impact on these levels of representation.
- There has been no significant change in staff representation as a percentage of the workforce in any of the ethnicity categories from 2016/17 to 2017/18.

### 3. Top 5% of earners

We have assessed the top 5% of our earners. This will enable us to see how representative they are of the rest of the workforce and the district. This data can also be used to compare to similar local authorities.

**16**  
Employees

**50/50**  
Male/Female Split

**45–59**  
11 aged 45-59

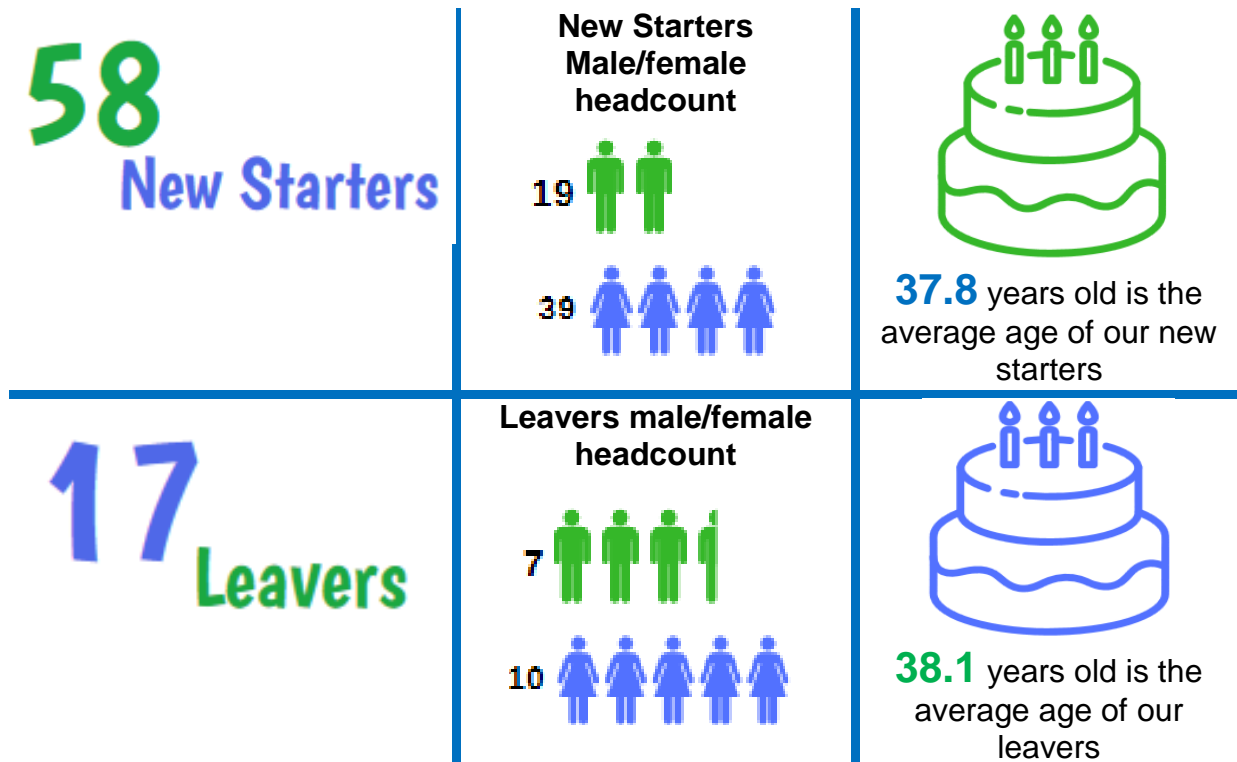
Average age  
of **50**  
Years old

**100%**  
Work full time

- All of our top earners have declared themselves to be White British – whereas 97% of employees did the same.
- Our top earners are split 50/50 between males and females – this is not representative of the workforce as a whole as we employ over twice as many females as males.
- None of our top earners have declared themselves as having a disability – whereas 5% of employees have declared themselves as having a disability.
- The mean age is 50 years old – 6 years older than the employee average – but this is to be expected given the experience and seniority which comes with the roles.

## 4. Starters/Leavers

By looking at our new starters' and leavers' data we are able to assess whether the direction of travel for the representative make-up of the authority is improving, getting worse or staying the same.



Metric		New Starters		Leavers		Net change
		Count	%	Count	%	
No. of employees	Headcount	58	n/a	17	n/a	41
	WTE	51.2	n/a	15.3	n/a	35.9
Gender	Male	19	32.8	7	41.2	12
	Female	39	67.2	10	58.8	29
Working Pattern	Full time	44	75.9	14	82.4	30
	Part time	13	22.4	3	17.6	10
	Casual	1	1.7	0	0	1
Age	Average Age (mean)	37.8	n/a	38.1	n/a	-0.3
Disability	Declared a disability	1	1.7	1	5.9	0
	Not declared a disability	57	98.3	16	94.1	41
Ethnicity	White British	56	96.6	16	94.1	40
	BAME	2	3.4	1	5.9	1

Metric		2016/17		2017/18		Direction of travel
		Count	%	Count	%	
Turnover	Resignation	20	9	16	6	↓
	Retirement	3	1.4	1	0.4	↓
	Voluntary redundancy	1	0.5	0	0	↓
	<b>Total</b>	24	10.8	17	6.4	↓



We have a turnover rate of **6.4%**

- We have had a high number of new starters following the restructure and the creation of new posts.
- The average age of a new starter is 37.8 years old. This is younger than the current average employee age and is ensuring that our average age is not getting too old to be representative.
- The male/female split of new starters is 67% female and 33% male. This means that recruitment of females continues to outpace the recruitment of males. Whilst this is the case, it should be noted that vacancies have not been targeted to any gender in particular.
- We have only recruited 1 new starter who has declared themselves as having a disability.
- We have only recruited 2 (3.4%) new starters from a BAME background and the remaining 56 (96.6%) have all been White British – should this trend continue we will become less ethnically diverse. However, the resident population are 95.5% White British and so this figure is still representative.
- The amount of new starters as a percentage has quadrupled from 4.8% in 2016/17 to 21.7% this year due to the restructure.
- 16 leavers were due to resignation and the final one was due to retirement.
- More than 3 times as many leavers from the 30-44 age group than any other age group – this is possibly a sign of lack of career progression which is associated with small councils such as ours.
- A higher proportion of males are leaving (4 out of every 10 leavers) compared to the amount that are being recruited (3 of every 10 recruited). If this trend continues the male/female split will continue to widen.
- Only 1 leaver was from the top 5%.
- Only 1 leaver had declared themselves as having a disability.



- Only 1 leaver was from a BAME background.
- The amount of leavers as a percentage of the workforce has declined by 4% since 2016/17.
- Our overall turnover is 6.4% this is down from 10.8% the previous year.

## 5. Staff Satisfaction

In autumn 2017 all employees were invited to complete a staff survey. A total 62% of employees (166 out of 260) took part in the survey. Of these, 76% 'agree that Selby District Council is a great place to work and has a bright future'.

### Participants

- The declared gender split of those completing the staff survey is 72% female: 28% male compared with a 69:31 split across the organisation as a whole.
- Therefore, female employees are slightly more likely to complete the staff survey - although the difference is very small.
- The declared age split of those completing the survey is broadly representative of the age split of the workforce.
- Those aged 44 and below were more likely to respond to the survey and those aged 45 and over were less likely to respond to the survey

### Satisfaction question:

- Generally those identifying as 'Female' were more positive when responding to the question "My Organisation is a great place to work..." Compared with an average response score of 5.3 – the average for those declaring as 'Female' was 5.5 compared with 5.2 for 'Male' and 4.7 for those who 'Prefer not to say' (PNS).
- Those aged 16-24 (6.3), 65+ (7.0) and 55-64 (5.5) responded much more positively than the average. Those who 'PNS' on age (4.9) and those aged 35-44 (5.2) were the least positive.

### Overall:

- The average score across all questions was 5.15. Those responding as 'Female' responded most positively (average 5.28). The average for 'Males' was 5.10. Respondents who PNS responded least positively - average 4.84.
- The themes of greatest divergence between 'Female' and 'Male' were around 'Leading and inspiring people' and 'Structuring work' - on which 'Female' respondents were most positive.
- The themes of least divergence between 'Female' and 'Male' responses were: 'Delivering continuous improvement' and 'Recognising and rewarding high performance'.
- On average, those in the youngest and oldest age bands responded most positively: 16-24 (6.18); 65+ (6.82); and 55-64 (5.33).
- Those who PNS the 'age question responded least positively on average – 4.87 – followed but those aged 35-44 (5.08) and those aged 45-54 (5.15).
- The themes of greatest divergence between the most positive age band (16-24) and least positive (PNS) were 'Managing performance' and 'Building capability'. Least divergence was on the themes 'Empowering and involving people' and 'Creating sustainable success'.

## 6. Review

This report will be reviewed annually; this will allow us to monitor trends over time which can influence ongoing business planning.

## 7. Definitions

Topic	Definitions
BAME	BAME (Black, Asian and Minority Ethnic) includes the following census categories: Asian or Asian British (Bangladeshi, Indian, Pakistani, any other Asian background), Black or Black British (African, Caribbean background, any other Mixed background), White (Irish, any other White background)
Disability	Those employees who have declared a disability where the definition is the Equality Act 2010 definition.
Direction of travel	This is the direction in which a metric is increasing, decreasing or remaining the same. This will be based on percentages where available and appropriate; in the absence of a percentage the count will be used
Headcount	Number of employees Where an employee holds 2 or more positions they have been counted for each position they hold.
Leavers	This includes voluntary leavers only e.g. those who have resigned or retired.
Net change	The difference between two counts
Timeframe	As at 31 March 2018
Turnover	When most refer to employee turnover rate, they are talking about the ratio of the total employees that leave during that time period ( $\# \text{ employees who left} \div \# \text{ total employees} \times 100$ )
White British	Includes the White British census category only
Who's included?	Permanent employees
	Temporary employees
	Casual staff (e.g. canvassers)
Who's not included?	Agency staff
	Elections (polling station and counting) staff
WTE	Whole Time Equivalent 1.0 WTE = 37 hours per week

## Appendix A – Data Tables

### All employees

Metric		16/17		17/18		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	230	n/a	267	n/a	↑
	WTE	193.7	n/a	222	n/a	↑
	Starters	11	4.8	58	21.7	↑
	Leavers	24	10.4	17	6.4	↓
Gender	Male	72	31.3	82	30.7	↓
	Female	158	68.7	185	69.3	↑
Working pattern	Full time	150	65.2	173	64.8	↓
	Part time	78	33.9	86	32.2	↓
	Casual	2	0.9	8	3	↑
Age	Average Age (mean)	44.14	n/a	43.75	n/a	↓
	Average Age (median)	45	n/a	45	n/a	—
	16-24	7	3	15	5.6	↑
	25-29	20	8.7	26	9.7	↑
	30-44	85	37	91	34.1	↓
	45-59	95	41.3	106	39.7	↓
	60-64	19	8.3	24	9	↑
	65+	4	1.7	5	1.9	↑
Disability	Declared a disability	17	7.4	13	4.9	↓
	Not declared a disability	212	92.2	253	94.8	↑
	Disability status not known	1	0.4	1	0.4	—
Ethnicity	White British	219	95.2	252	94.4	↓
	BAME	6	2.6	8	3	↑
	Not stated	3	1.3	2	0.7	↓
	Not known	2	0.9	5	1.9	↑

## Top 5% of earners

Metric		17/18	
		Count	%
No. of employees	Headcount	16	6
	WTE	16	7.2
	Starters	5	1.9
	Leavers	1	0.4
Gender	Male	8	2.7
	Female	8	2.7
Working pattern	Full time	16	6
	Part time	0	0
	Casual	0	0
Age	Average Age (mean)	50.2	n/a
	Average Age (median)	49.5	n/a
	16-24	0	0
	25-29	0	0
	30-44	4	1.5
	45-59	11	4.1
	60-64	1	0.4
	65+	0	0
Disability	Declared a disability	0	0
	Not declared a disability	16	6
	Disability status not known	0	0
Ethnicity	White British	16	6
	BAME	0	0
	Not stated	0	0
	Not known	0	0

## Starters

Metric		16/17		17/18		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	11	100	58	100	↑
	WTE	9.5	86.4	51.2	88.3	↑
Gender	Male	6	54.5	19	32.8	↓
	Female	5	45.5	39	67.2	↑
Working pattern	Full time	9	81.8	44	75.9	↓
	Part time	1	9.1	13	22.4	↑
	Casual	1	9.1	1	1.7	↓
Age	Average Age (mean)	43	n/a	37.8	n/a	↓
	Average Age (median)	47	n/a	36	n/a	↓
	16-24	2	18.2	10	17.2	↓
	25-29	1	9.1	11	19	↑
	30-44	2	18.2	19	32.8	↑
	45-59	5	45.5	15	25.9	↓
	60-64	1	9.1	3	5.2	↓
Disability	65+	1	9.1	0	0	↓
	Declared a disability	0	0	1	1.7	↑
	Not declared a disability	10	90.9	57	98.3	↑
	Disability status not known	1	9.1	0	0	↓
Ethnicity	White British	9	81.8	56	96.6	↑
	BAME	0	0	2	3.4	↑
	Not stated	0	0	0	0	—
	Not known	2	18.2	0	0	↓

## Leavers

Metric		16/17		17/18		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	24	100	17	100	↓
	WTE	21.7	90.4	15.3	90	↓
Gender	Male	8	33.3	7	41.2	↑
	Female	16	66.7	10	58.8	↓
Working pattern	Full time	19	79.2	14	82.4	↑
	Part time	5	20.8	3	17.6	↓
	Casual	0	0	0	0	—
Age	Average Age (mean)	44.4	n/a	38.11	n/a	↓
	Average Age (median)	44	n/a	33	n/a	↓
	16-24	0	0	0	0	—
	25-29	3	12.5	3	17.6	↑
	30-44	10	41.7	10	58.8	↑
	45-59	8	33.3	3	17.6	↓
	60-64	3	12.5	0	0	↓
Disability	65+	0	0	1	5.9	↑
	Declared a disability	2	8.3	1	5.9	↓
	Not declared a disability	22	91.7	16	94.1	↑
Ethnicity	Disability status not known	0	0	0	0	—
	White British	21	87.5	16	94.1	↑
	BAME	2	8.3	1	5.9	↓
	Not stated	1	4.2	0	0	↓
Turnover	Not known	0	0	0	0	—
	Resignation	20	9	16	6	↓
	Retirement	3	1.4	1	0.4	↓
	Voluntary redundancy	1	0.5	0	0	↓
	Total	24	10.8	17	6.4	↓

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