



Meeting: **POLICY REVIEW COMMITTEE**
Date: **TUESDAY, 15 OCTOBER 2019**
Time: **5.00 PM**
Venue: **CIVIC CENTRE, DONCASTER ROAD, SELBY, YO8 9FT**
To: **Councillors A Lee (Chair), K Arthur (Vice-Chair),
J Cattanach, M McCartney, J Shaw-Wright, T Grogan,
M Jordan and R Packham**

Agenda

1. Apologies for Absence

2. Disclosures of Interest

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

3. Minutes (Pages 1 - 8)

To confirm as a correct record the minutes of the meeting of the Policy Review Committee held on 10 September 2019.

4. Chair's Address to the Policy Review Committee

5. Draft Council Plan 2030 (PR/19/8) (Pages 9 - 26)

The Policy Review Committee is asked to consider and comment on the draft

version of the Council Plan 2030; the Draft Council Plan 2030 was considered by the Executive on 3 October 2019.

6. Proposals for establishing a Policy Review Low Carbon Working Group (PR/19/9) (Pages 27 - 36)

This report looks to progress Councillor Musgrave's proposal at Council on 17 September that the Council establishes a Policy Review working group to lead on the development of the Council's approach to the challenges of low carbon. It requests that Members discuss and agree a Terms of Reference, which sets out options for the scope of the group. It also provides Members with details of current projects and suggests potential opportunities for further action to address climate change.

7. Draft HRA Business Plan and Action Plan 2020-2025 (PR/19/10) (Pages 37 - 102)

The Policy Review Committee is asked to consider and comment on the draft version of the HRA Business Plan and its accompanying Action Plan 2020-2025. The HRA and Action Plan was considered by the Executive on 5 September 2019, and was approved for consultation with key stakeholders.

8. Empty Homes Performance Monitoring (PR/19/11) (Pages 103 - 110)

The report provides Policy Review Committee with an overview of Empty Homes performance monitoring to enable them to provide comments on the proposals for future monitoring at Selby District Council.

9. Planning Enforcement and the Planning Enforcement Management Plan Review (PR/19/12) (Pages 111 - 126)

This report is a six month update following the introduction of the Planning Enforcement Management Plan in February 2019. The Committee requested an update on the implementation of the PEMP after six months of operation.

10. Work Programme 2019-20 (Pages 127 - 130)

To consider the Committee's work programme for 2019-20.

Janet Waggott

Janet Waggott, Chief Executive

<p>Dates of next meetings (5.00pm) Tuesday, 10 December 2019</p>

Enquiries relating to this agenda, please contact Victoria Foreman on 01757 292046 vforeman@selby.gov.uk.

Policy Review Committee
Tuesday, 15 October 2019

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Minutes

Policy Review Committee

Venue:	Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Tuesday, 10 September 2019
Time:	5.00 pm
Present:	Councillors A Lee (Chair), K Arthur (Vice-Chair), J Cattanach, M McCartney, J Shaw-Wright, T Grogan, M Jordan and R Packham
Officers present:	Karen Iveson, Chief Finance Officer, Julie Slatter, Director of Corporate Services and Commissioning, June Rothwell, Head of Operational Services, Sarah Thompson, Housing and Environmental Service Manager, Wayne Palmer, Environmental Health Team Leader, Claire Rogers, Environmental Health Officer, Victoria Foreman, Democratic Services Officer
Public:	0
Press:	0

14 APOLOGIES FOR ABSENCE

There were no apologies for absence.

15 DISCLOSURES OF INTEREST

There were no disclosures of interest.

16 MINUTES

The Committee considered the minutes of the meeting held on 23 July 2019.

RESOLVED:

To approve the minutes of the Policy Review Committee meeting held on 23 July 2019 for signing by the Chair.

17 CHAIR'S ADDRESS TO THE POLICY REVIEW COMMITTEE

The Chair had no address for the committee.

18 MEDIUM TERM FINANCIAL STRATEGY (PR/19/4)

The Committee received the report of the Council's Chief Finance Officer, which asked Members to consider the content of the report and make any comments on the Council's Medium Term Financial Strategy.

Officers explained that the report presented an update to the Medium Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council later that month. The key assumptions that underpinned the strategy had been updated.

The MTFS highlighted the delays to the Fair Funding Review and the reform of the Business rates Retention system, following HM Treasury's announcement there would be a one year settlement for 2020/21 and that the system would be reviewed in 2020. It was assumed that the settlement for 2020/21 would be a roll-forward from 2019/20 which could result in a further year of the renewable energy business rates windfall. Should the Local Government Finance Settlement be announced earlier, any necessary changes would be incorporated into the draft Budget as part of the process during the autumn.

The MTFS identified risk and uncertainty around business rates retention, on-going reductions to Government funding and wider economic uncertainty at the prospect of a no-deal Brexit.

The MTFS confirmed the Council's strategic approach to continuing to reduce its base revenue budget and investing 'one-off' or finite resources to stimulate local economic growth, and achieve sustainable income through Council Tax and Business Rates growth. It also set out the Council's reserves strategy which sought to set aside sums to cover known commitments, and cover financial risk as well as earmarking resources to support delivery of the Council's Corporate Plan.

Following the district elections in May 2019, a number of emerging cost pressures had been identified; some resources were available for allocation from the Special Projects Reserve in 2020/21, but these were not recurring and therefore any additional on-going costs would increase the need for base budget savings.

Progress was being made against savings targets but was lagging behind profile, and therefore additional drawdown from the Business Rates Equalisation Reserve was expected. Based on the assumptions within the MTFS, the savings requirement was estimated to rise to £2.4m over the next 3 years.

Members asked a number of questions on the report in relation to council tax increases, the effect of inflation and a no-deal Brexit on the Council's finances, levels of car parking and planning incomes, investment of the Council's reserves and the budget process.

Members requested that budget workshops for Councillors be considered and that the review of the Corporate Plan be added to the committee's work plan; it was confirmed by Officers that workshops could be looked into and that the review of the Corporate Plan had already been added to the work plan.

Some Members were concerned about the potential for a rise in council tax rates due to pressures which the County and District councils were under, and felt that other savings should be thoroughly investigated before increasing the council tax levels. Other Members felt that it was important to increase council tax by the rate of inflation to maintain the base amount.

The following recommendation to the Executive was proposed and seconded regarding council tax levels:

'The Policy Review Committee consider that council tax should be set at a level to maintain the base, taking into account the level of increased inflation, and supported the Officer view on the matter.'

A vote was taken on the recommendation with 5 in favour and 3 against; the recommendation was carried.

RESOLVED:

- i. The Committee considered and commented on the Council's Medium Term Financial Strategy.**
- ii. That the provision of budget workshops for Councillors be looked into.**
- iii. That the following be recommended to the Executive:**

'The Policy Review Committee consider that council tax should be set at a level to maintain the base, taking into account the level of increased inflation, and supported the Officer view on the matter.'

19 HOUSING, AFFORDABLE HOUSING AND HOUSING NEED AT SDC - AN OVERVIEW (PR/19/5)

The Committee received a presentation and short report from the Council's Housing and Environmental Health Service Manager which gave an overview of affordable housing in order to support future housing policy reviews.

Members noted that the Council's Corporate Plan aimed to meet housing needs through an increased supply and recognised that a proportion of homes needed to be affordable for those who could not access market sale prices or rents. The Council's definition of affordable housing was set out in the Core Strategy.

Members acknowledged that the Council's aims for the delivery of additional affordable homes were set out in a number of strategies and plans:

- Corporate Plan 2015-2020
- York, North Yorkshire and East Riding Housing Strategy 2015-2021
- Housing Revenue Account Business Plan 2020-20215 (in draft)
- Empty Homes Strategy
- Housing Development Strategy 2013
- Affordable Housing Supplementary Document (adopted in 2014).

The Council was able to provide affordable housing through the planning system, which required developers of new residential developments (of over 10 units) to provide either on-site affordable housing or off-site financial contributions to be spent on affordable housing elsewhere in the District, where appropriate.

The Committee were informed that smaller numbers of new affordable homes were developed by the Council and by registered providers independently either on small or rural exception sites.

Members noted that in 2018-19 183 new affordable homes were delivered across the District, 11 of which were rural and 19 were directly delivered by Selby District Council and Selby District Housing Trust.

Members were given further information on the Strategic Housing Market Assessment (SHMA), planning to provide affordable housing, what was meant by affordable housing and affordable homes for rent, home ownership products, the delivery of affordable housing through the planning system, the role of registered providers, Rural Exception Sites, the Council's role in the direct delivery of affordable housing and the allocation of affordable housing and North Yorkshire Home Choice.

The Committee requested that the presentation be circulated to them via email after the meeting.

In response to questions from Members, Officers confirmed that the number of properties sold by the Council under Right to Buy annually was around 20 and that there were approximately 450 empty homes in the District. The Committee were pleased to note that an item on setting empty home targets and benchmarking would be considered at their next meeting in October.

Members expressed concerns about the accessibility of services for

residents in smaller villages and more rural areas of the District. Members were pleased that the North Yorkshire Home Choice scheme would be coming back to the committee for discussion later in the 2019-20 year.

The Committee noted that one compulsory purchase of a property was currently underway; initially 20 to 30 properties had been identified for compulsory purchase with a number of discussions having already started due to this initial identification. Officers explained that the majority of data on empty properties came from the Council's council tax information, but that extra information from Members would be useful.

Members also asked Officers about the eligibility criteria for Council housing, and discussed the need for social rented homes, sheltered/supported housing and bungalows in the District. The Committee hoped that through the development of the new local plan for Selby, such needs could be addressed and planned for. Members also asked for more information from Officers on community led housing schemes.

Officers explained further about indicative transfer values to housing associations, which were often dictated by the value of land. It was noted that the values tended to be quite competitive and were often at market rates for housing associations; further thought was being given to Section 106 planning agreements specifying the rate at which housing could be sold.

The Committee noted that there was support from the Executive Lead Member for Place Shaping for the Council to expand its social housing stock, and that the Housing Development Strategy was due for a review. The potential of garage sites for affordable housing had already been explored by the Council, but had not been successful due to viability issues; the process of identifying sites for such development had been more difficult than anticipated.

Members agreed that a different strategy was needed, including better partnerships with the Council and developers in order for the authority to advise early on what types of housing were needed in the District.

Officers explained that they wanted to continue to improve housing and deliver on the national space standard in housing units, which was also being driven nationally by the government. It was very important to the Council that the quality of housing available was good and that pricing was consistent.

There was some concern that housing associations took on most of the new housing stock built in the District, and as such it should be considered how, as a local authority, Selby District Council could improve its chances of obtaining Section 106 properties.

It was noted that the Committee would be considering the Housing Revenue Account Business Plan at their October meeting and Home

Choice at their December meeting; as such Members would be able to continue to look at housing issues and begin to form the basis of recommendations to the Executive.

RESOLVED:

- i. To note the Officer's presentation and report.**
- ii. To ask Officers to circulate the presentation by email to the Committee after the meeting.**
- iii. To ask Officers to circulate figures for the number of Council homes sold annually under the Right to Buy scheme.**
- iv. To ask Officers to send the Committee more information on community led housing.**

20 PROGRESS WITH THE IMPLEMENTATION OF THE AIR QUALITY ACTION PLAN (PR/19/6)

The Committee received the report of the Council's Environmental Health Team Leader which asked Members to consider and comment on the progress with the implementation of the Air Quality Action Plan.

Officers introduced the report and explained that on the 29 February 2016 Selby District Council designated its first Air Quality Management Area (AQMA) on New Street, Selby for nitrogen dioxide levels related to traffic emissions.

Members noted that Selby District Council had now finalised an Air Quality Action Plan (AQAP) to help address concentrations of nitrogen dioxide along New Street. The AQAP identified the measures expected to deliver the greatest and most immediate improvements in Selby's air quality and longer term steps needed to address the impact of development. The Executive approved the adoption of the AQAP in May 2018. The AQAP was intended to be a live document that would be continuously reviewed and developed, to take account of future development, traffic growth, and changes in local air quality.

The Committee understood that a 'source apportionment' study had previously been carried out for New Street; 'source apportionment' referred to the process of looking at how different source categories contributed to overall concentrations of a certain pollutant in a particular area. The study had highlighted that traffic sources were likely to be a significant contributing factor to the exceedances of the air quality objectives in the New Street area. Traffic sources were estimated to contribute around 69% to the total nitrogen dioxide in this area, with cars being the predominant source.

The Council was currently working with its partners, including North Yorkshire County Council (NYCC), to deliver measures contained within

the AQAP.

Members noted that as a result of a motion that had been submitted for consideration on 17 September 2019 at a meeting of the Council, Policy Review Committee had been tasked with leading on the development of Council policy on climate change and making recommendations to Council at the earliest opportunity, including how the aims of the motion could be implemented. It was acknowledged that air quality would be a part of the work on climate change.

In response to a question regarding where else in the District air was monitored, Officers reported that it was also undertaken in Tadcaster and Sherburn, but that there had been no breaches of the levels as yet.

Members asked a number of questions about how to tackle poor air quality, including traffic management, education of drivers and anti-idling campaigns. Officers explained that sustainable travel had been more focused on in Selby so far, and that the air quality monitoring was also only taking place in the town at present.

The Committee suggested that more traffic could be diverted around Selby on the bypass, and that the routing of car satellite navigation systems also had a major part to play in the direction of traffic in the town.

Members noted that Officers were already working with local schools to educate parents on how damaging idling vehicles were to air quality.

The Committee agreed that incentives for change were often required and that active promotion of schemes to improve air quality would be needed.

RESOLVED:

To note the progress with the implementation of the Air Quality Action Plan.

21 WORK PROGRAMME 2019-20

The Committee considered the 2019-20 work programme as set out in the agenda.

Members discussed on the aims and interests of the Committee, and proposed the following changes to the work programme for 2019-20:

- That the North Yorkshire Home Choice and Alcohol Licensing Policy review items be moved to the 10 December 2019 meeting.
- That the item on the Empty Homes Strategy scheduled for 15 October 2019 be amended to 'Empty Homes Targets and Benchmarking'.

- Members acknowledged that a motion had been submitted for Council on 17 September regarding climate change, and that one of the proposed resolutions set out in the motion was to task Policy Review Committee to look into the matter further. An item had already been added to the committee's work programme for 15 October 2019 on the low carbon and green agenda. Officers explained that NYCC were also undertaking work on the same subject, and that there was an opportunity for joint or partnership working.
- Councillor T Grogan explained that further discussions were underway with Officers regarding the Taxi Licensing Policy, specifically the provision of wheelchair accessible vehicles.
- Lastly, Members requested that the work programme be circulated to the committee once it had been updated.

RESOLVED:

- i. To note the work programme for 2019-20 and agree that the amendments as set out above be made by Officers.**
- ii. To note that that further discussions were underway with Officers regarding the Taxi Licensing Policy, specifically the provision of wheelchair accessible vehicles.**
- iii. That the work programme 2019-20 be circulated to the committee once updated.**

The meeting closed at 6.45 pm.



Report Reference Number: PR/19/8

To: Policy Review Committee
Date: 15 October 2019
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development and Improvement

Title: Draft Council Plan 2030

Summary:

The Policy Review Committee is asked to consider and comment on the Draft Council Plan 2030; the draft plan was considered by the Executive on 3 October 2019.

Recommendation:

The Policy Review Committee is asked to consider the following proposed approaches:

- **To retain the Council 2030 vision of Selby district as “a great place”;**
- **To retain four priorities but amend the focus of those priorities as set out in paragraph 2.2;**
- **The objectives as outlined in paragraph 2.3;**
- **The headline priority actions as highlighted in appendix A; and**
- **The delivery principles as set out in paragraph 2.6;**

and to either agree them or suggest changes, including the reasons for the suggested revisions.

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in contributing to the development of policies contained in the Budgetary and Policy Framework of the Council. The Council Plan sets the overarching policy direction for the Council including the long term vision, priorities and the high level actions to deliver on those priorities. The current Plan runs to 2020 so it is timely to review, revisit and refresh the plan now so as to ensure current budget discussions are aligned with the revised priorities. Comments are invited from the Policy Review Committee as part of the work on the development of the new Council Plan.

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 3 October 2019, attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 3 October 2019, attached to this report at Appendix A.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Please see section 3.3 of the report considered by the Executive on 3 October 2019, attached at Appendix A to this report.

4.2 Financial Implications

Please see section 3.2 of the report considered by the Executive on 3 October 2019, attached at Appendix A to this report.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This Policy Review Committee contributes to the scrutiny and development of policies contained in the Budgetary and Policy Framework of the Council.

4.5 Resource Implications

None applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see section 3.1 of the report considered by the Executive on 3 October 2019, attached at Appendix A to this report.

5. Conclusion

5.1 The Policy Review Committee discharges elements of the Council's statutory overview and scrutiny functions; the Committee's comments and observations on the Draft Council Plan 2030 are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report – 3 October September 2019

Contact Officer:

Victoria Foreman
Democratic Services Officer
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Report Reference Number: E/19/19

To: Executive
Date: 11 September 2019
Status: Non key decision
Ward(s) Affected: All
Author: Stuart Robinson, Head of Business Development and Improvement
Lead Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development and Improvement

Title: Draft Council Plan 2030

Summary:

This report provides Executive Members with an update on the development of the next Council Plan, specifically of the draft council priorities, objectives and headline priority actions for 2020-30, and seeks Executive permission to consult stakeholders on the draft proposals.

Recommendation:

It is recommended that Executive Members consider and agree the following proposals to form a CONSULTATION DRAFT Council Plan:

- retain the Council 2030 vision of Selby district as “**a great place**”;
- retain four priorities but amend the focus of those priorities as set out in paragraph 2.2
- objectives as outlined in paragraph 2.3;
- headline priority actions as highlighted in appendix A;
- delivery principles as set out in paragraph 2.6;

and agree the outline proposals for consultation as set out in paragraphs 2.7 and 2.8.

Reasons for recommendation:

The Council Plan sets the overarching policy direction for the Council including the long term vision, priorities and the high level actions to deliver on those priorities. The current Plan runs to 2020 so it is timely to review, revisit and refresh the plan now so as to ensure current budget discussions are aligned with the revised priorities.

1. Introduction and background

- 1.1 Our Council Plan sets out our big ambitions for our district. It focuses our work on delivering the things that are important

- 1.2 The current [Corporate Plan 2015-20](#) was launched in 2015 and [updated in 2018](#). The Plan expires in 2020.
- 1.3 The current Corporate Plan set out a **vision**: “to make Selby district **a great place**” supported by three key priorities: **to do business**; **to enjoy life**; and **to make a difference**. These were underpinned by a Council **delivering great value** which was formally incorporated as the fourth priority at the 2018 update.
- 1.4 The remainder of this report focuses on proposals to refresh the Plan. Building on informal discussions with members of the Executive, the proposals have been informed by the following:
- progress on delivering the Corporate Plan 2015-20 – including the quarterly performance reports;
 - a desire to continue good work and plans already in place – an evolutionary approach;
 - contextual information on what it is like to live in the Selby district as presented in the “State of the District 2019”;
 - feedback from others, including external reviews (e.g.: IIP; LGA) and the views of stakeholders (e.g.: staff survey; residents; businesses);
 - service plans; and
 - the national policy context.

2. The Report: Proposals

2.1 Plan Duration

It is proposed that the next Council Plan set the ambition and direction up to **2030**. This longer term perspective will provide certainty and align more effectively to other long term planning documents such as the Local Plan.

By necessity, the detailed delivery of the Council Plan will be focus on the short and medium term and will be updated every 3 years. The first Delivery Plan will cover 2020-23.

2.2 Vision

It is proposed to retain the current vision of the Selby district as “**a great place**”.

This helps maintain a sense of continuity from the previous Plan and builds on wording that resonates with stakeholders.

2.3 Priorities

The following priorities are proposed:

- “a great place **to live**”

This prioritises the current focus on housing; not only building new homes but ensuring the quality of council homes, neighbourhoods and towns.

- “a great place **to enjoy**”

This provides a new focus on a cleaner, greener and safer environment agenda mirroring the increased national emphasis on this area.

- “a great place **to grow**”

Building on the previous priority “to do business”, “to grow” shifts the intent to a more inclusive statement that will resonate with both businesses and residents alike.

- “with **a Council delivering great value**”

This places the Council central to making the district a great place and ensures a priority focus on the elements that make a great organisation.

2.4 Objectives

SMART objectives help stakeholders to understand the key focus of each priority. They help demonstrate what 'good' looks like in pursuing the priorities and help the Council create a performance framework to measure, monitor and manage performance in delivering against the priorities.

At this stage it is not proposed to ascribe numbers/targets to these objectives but it is recommended that this is done in advance of implementation.

Priority	Objective
a great place... <i>to live</i>	improved housing supply
	better quality council homes
	improved town centres
a great place... <i>to enjoy</i>	improved environmental quality
	safe neighbourhoods
	more sustainable transport
a great place... <i>to grow</i>	more investment
	more well paid jobs
	higher skills levels
a great place... <i>with a council delivering great value</i>	digitally enabled customer service
	good quality services
	financially sustainable

Once these broad outlines are agreed, these objectives will be developed to include elements such as 'how much', 'how many' and 'by when', see Appendix A.

2.5 Headline Priority Actions

To achieve the above objectives and deliver on the priorities it is necessary to agree the Priority Actions that will get us there.

The proposed Headline Priority Actions are included in the draft Plan at Appendix A along with more specific actions that will form the delivery plan for the first 2 -3 years. These are a combination of current Priority Actions and emerging actions arising from service plans.

Executive is asked to consider these actions fully and provide suggestions on any alternatives.

Successful delivery of these short, medium and longer term actions will be critical to achieving the Council's ambitions. On that basis, these areas will be priority areas for funding and will be the focus of increased scrutiny over the coming months and years. Appendix C shows an example of a more detailed plan to support the delivery of Headline Priority Actions.

It is expected that the actions will be periodically refreshed as current actions are delivered and new priority actions emerge.

2.6 Principles

The priorities, objectives and actions set out *WHAT* we want to achieve; our Principles will guide us in terms of *HOW* we might go about delivering the priorities.

A number of these Principles allow us to maintain a continued focus on a number of themes previously identified as Priorities, such as engaging with our communities and supporting the health agenda.

Proposed principles are as follows:

- **Collaboration** – we cannot be experts in everything and so we will be outward-focused and work with others to get things done for our residents.
- **Community-centred** – building on our previous priority “to make a difference”, we will empower and involve people in decisions about their area and their services.
- **Self-sufficient** – again, building on “to make a difference”, we will facilitate people to use self-service channels to widen access to services.
- **Tech-enabled** – in line with our digital strategy, we will use the most appropriate digital tools to deliver better services to residents
- **Wellbeing-led** – building on aspects of our previous priority “to enjoy life”, we will consider the impact on residents health in our decision-making, e.g. implementing the ‘Health in all Policies’ approach we have been working towards with Selby Health Matters – taking account of health and well-being in everything we do.

We will embed these Principles in our decision-making by ensuring each Report to Executive, Council or other decision-making forum makes reference to our Principles.

2.7 Consultation and Engagement

This report seeks permission to consult on the DRAFT Council Plan 2030 – and the strategic framework therein.

A full consultation plan is currently being developed and will include options such as:

- a (series of) short online survey(s) similar to the recent consultation on recycling options;
- discussions with CEFs and similar community groups (such as the Tenant and Resident Panel, Selby Big Local);
- sharing with specific stakeholder groups such as the county Council, Parish Councils, strategic partners (e.g. Police, Health), business representatives; and
- a communication campaign.

The above options will demonstrate that there has been a continual process of informing, involving, engaging and ultimately consulting a number of stakeholders.

2.8 Timetable

The Council Plan is part of the budget and policy framework. Executive is required to publicise a timetable for making proposals to Council for the adoption of any part of the budget and policy framework.

The Executive must allow six weeks for the Policy Review Committee, and any other consultees indicated by the Executive in its timetabling proposals, to consider the Executive's draft policy proposals.

At the end of that period, Executive will draw up and approve firm proposals before they are referred to Council for decision. An outline timetable is set out below:

Date	Activity
3 October	Executive confirms Consultation Draft Plan and proposals to consult
13 Oct – 25 Nov	Six week Consultation
16 October	Policy Review Committee – consider Draft Plan
21 November	Scrutiny - consider Draft Plan
25 November	Consultation concludes and Draft Plan finalised
5 December	Executive – agree Final Plan proposals to go to Council
17 December	Council – approves the Council Plan

3. Implications

3.1 Equality Implications

A draft Equality, Diversity & Community Impact Assessment (EDCI) screening document has been completed. To date, there are no negative impact scores identifying as high impact/priority and at this stage a full Impact Assessment is not required. The EDCI screening document will continue to be reviewed and updated as the Council Plan is developed. Furthermore, each priority action will be subject to EDCI screening as detailed delivery proposals emerge.

3.2 Financial Implications

It is important to fully resource the delivery of the Council Plan. This will require choices to be made if new priority actions are to be funded at a time of limited budgets. Development of Council budgets for 2020/21 and beyond will be aligned to the progression of the draft Plan.

3.3 Legal Implications

The Council Plan is a central plank of the Council's budget and policy framework. Council is responsible for the adoption of the budget and policy framework. Once in place, it is the responsibility of the Executive to implement it.

4. Conclusion

4.1 The draft Council Plan 2030 sets the proposed strategic policy framework for the next ten years. It will guide the Council's short, medium and long term resourcing priorities and provide a framework against which the success or otherwise of delivery will be tested.

A period of consultation will now take place during which the proposals will be tested before bringing the final draft back to Council for approval in December.

5. Appendices

- 5.1 Appendix A Proposed Consultation Draft Council Plan
- Appendix B Plan on a Page
- Appendix C Example of a detailed Priority Action

Contact Officer:
Stuart Robinson, Head of Business Development & Improvement

APPENDIX A Selby District Council Plan 2030

The Council Plan sets out our ambitions for the district for the next ten years. It sets out our vision of Selby as “**a great place**”; our priorities; and how we plan to deliver those priorities.

We have set four key ambitions for Selby district in 2030; they are that Selby district is:

- **a great place to live;**
- **a great place to enjoy;**
- **a great place to grow;** and that
- **Selby District Council delivers great value.**

The Plan sets out our approach to delivering our ambitions:

- **we will work collaboratively with others** – recognising that we are not experts in everything and, therefore, choose not to do everything ourselves;
- **we continue to be close to our communities** – involving more people in decisions about their area and their services;
- **we will encourage self-sufficiency** – giving residents the tools and convenience to help themselves;
- **we will maximise the use of digital technology** - to deliver better services to residents; and
- **we will support the wellbeing of our residents** – considering how our decisions impact on healthy life choices and the impact on the environment of our decision-making

Delivery of the Council Plan will be underpinned by detailed three year delivery plans. These will set out the specific actions that the Council will deliver in that period in order to reach the stated ambitions by the end of the decade. These Delivery Plans will be the basis for performance monitoring and reporting.

The first Delivery Plan will cover the period 2020 – 2023.

A great place to LIVE

Narrative

The Selby district is a great place to live – with a Council providing the leadership, the local planning framework, the commitment to both facilitating house building and building our own affordable homes and delivering a programme of council home improvements to ensure the district has enough homes of the right size and quality to enable our residents to live locally to fulfil their ambitions and aspirations. At the same time, working with residents and businesses to ensure our town centres and villages are places people want to live, visit and invest in.

Objective	Measure of success – by 2030 there will be:
Improved housing supply	XXXX additional homes in the district. XXX additional affordable homes in the district
Better quality council homes	XX% of council owned homes will meet the minimum ‘decent homes’ standard XX% of council owned homes meet the Selby ‘decent homes plus’ standard
Improved town centres	a XX% increase in footfall within Selby town, Tadcaster and Sherburn in Elmet a X% increase in the proportion of the population that is of working age

Delivery Priorities for the first three years

Accountable Director

Enable the delivery of increased housing supply through close working with strategic partners to ensure alignment with infrastructure, transport and environmental approaches and, with landowners and developers, promote sustainable development.

J Slatter

- Deliver the Selby District Action Plan element of the Regional Housing Strategy
- Maximise the number of available homes in through delivering the Empty Homes Strategy

Increase the number of affordable homes in the Selby district through delivery of our housing development programme - including the strategic acquisition of existing homes - to ensure all households in the district have access to sustainable accommodation that supports them to fulfil their ambitions and aspirations.

J Slatter

- Create and implement a Selby District Council Housing Development Programme to help ‘step up’ housing delivery across Selby District
-

Invest in improving the quality of Selby District Council housing stock through implementing the revised HRA Business Plan

J Slatter

- Deliver the housing improvement programme element of the HRA Business Plan 2025 to ensure good quality council housing which helps meet the needs of our local community
-

Develop a long-term programme of market town regeneration to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers.

D Caulfield

- Develop and implement Key Town Masterplans and partnership action plans for:
 - Selby (focusing on the station area through the Transforming Cities Fund, High Streets HAZ and town -centre);
 - Tadcaster; and
 - Sherburn-in-Elmet

A great place to ENJOY

Narrative

The Selby district is a great place for residents and visitors to enjoy – with a the Council providing the leadership, commitment to local environmental standards and close working with local partners to ensure the Selby district is clean, attractive, actively considers reducing its carbon footprint and is safe for residents, businesses and visitors – now and into the future.

Objective	Measure of success – by 2030 there will be:
Improved environmental quality	a XX% reduction in the tonnes of carbon per capita to X.X a XX% reduction in the amount of household waste collected per household a XX% increase in the proportion of household waste that is recycled
Safe neighbourhoods	a XX% reduction the number of incidents of anti-social behaviour per 1000 residents to X.X a XX% reduction the number of recorded crimes per 1000 residents to X.X
Improved sustainable transport	a XX% increase in the proportion of journeys made in the district by active and sustainable travel.

Delivery Priorities for the first three years

Accountable Director

Deliver improved environmental standards through working closely with delivery partners (Amey) to reduce household waste, improve recycling and uphold the cleanliness of Selby district streets and public spaces.

J Slatter

- Respond to emerging DEFRA Waste Strategy and Implement the revised approach to Recycling Collections to reduce landfill
- Review the Environmental Service Contracts secure improved environmental standards
- Strengthen enforcement to reduce environmental crime

Enhance community safety and feelings of community wellbeing through working closely with strategic partners, building on co-location with the Police and enhancing town centres and public spaces.

tbc

- Review the Community Safety Hub and implement recommendations

Respond to our developing understanding of the impacts of climate change to foster local resilience and assurance through identifying and promoting low carbon – including aiming for the Council to be Carbon neutral by 2050 - and working with strategic partners to explore the economic potential of a M62 low carbon energy corridor.

tbc

- Implement the recommendations of the Low Carbon Working Group
- Identify and promote public and private sector low carbon projects, initiatives and funding schemes to support the District's transition to a low-carbon economy;
- Work with the LEP and neighbouring councils to explore the economic potential of a M62 Low Carbon Energy Corridor linking key energy assets across Yorkshire & the Humber
- Implement the New Street Air Quality Action Plan and learn lessons for improving air quality across the district.
- Review and consider available options to prioritise investment in solar and/or green energy

Protect and promote Green Infrastructure to support wider health and socio-economic benefits through the setting of minimum standards and promotion of sustainable transport

D Caulfield

- Complete a Green (and Blue) Infrastructure study that sets minimum standards for provision
- Work with others to increase the use of active and sustainable travel through the Transforming Cities Fund
- Improved cycling and walking connections through developing and implementing Local Cycling and Walking Infrastructure Plans and improving the appeal and use of cycling and walking corridors

- Work with local partners to maintain and enhance local parks, play areas and open spaces.

A great place to GROW

Narrative

The Selby district is a great place to grow - with the Council providing the leadership, the local planning framework, the support to enable others to invest in the district and our own direct delivery to ensure Selby district has a strong and sustainable economy that delivers benefits for the residents of the district.

Objective	Measure of success – by 2030 there will be:
Increased investment	a XX% increase in private sector investment into the district to XXXXXXXX
	a XX% increase in the total business floor space to XXXXX
More well paid jobs	a XX% increase in the number of working age adults who are in work to XXXXX
	a XX% increase in the average weekly wage for full time employment to £XXXX p.w.
Higher skill levels	a XX% increase in the proportion of working age adults educated to NVQ Level 4 or above to XX%
	a XX% reduction in the proportion of working age adults with no qualification

Delivery Priorities for the first three years

Accountable Director

Deliver a new Local Plan for the Selby District to set out the strategic priorities for development of the district - including those covering housing, commercial, public and private development, transport infrastructure and protection for the local environment.

D Caulfield

- Deliver the Local Plan by 2023

Enable a growing visitor economy underpinned by a sustained focus on enhancing the district's cultural offer.

D Caulfield

- Accelerate delivery of Phase 3 of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'
- Develop and implement the Selby District Cultural Development Framework

Support enterprise and business growth that benefits the residents of the district through development of the necessary infrastructure and support to attract new business investments and support local business to grow.

D Caulfield

- Work with partners to improve infrastructure in the district, e.g. through an Infrastructure Masterplan for Sherburn-in-Elmet
- Deliver the key strategic sites and place making schemes as set out in the Selby District Economic Development Framework 2022...and beyond
- Support new enterprise space and effective sign posting to encourage SME growth in the district's town centres and rural locations;
- Establish a 'Key Account Management' approach to build effective with major partners and business.

Support the local workforce to reach their potential: increasing apprenticeship and vocational training, removing health and transport barriers and supporting those out of work to drive productivity and growth.

D Caulfield

- Produce a skills needs assessment to benchmark current/future skills needs across priority growth sectors, and develop appropriate training interventions
- Utilise planning obligations and funding bids to increase employment and training opportunities for residents in the district on key development schemes.
- Support unemployed adults into work, e.g. through encouraging local businesses to provide work experience/ volunteering placements; working with local training providers; and improving accessible transport options;
- Implement projects to connect key employment sites to housing areas, town centres and

A Council delivering great value

Narrative

Selby District Council is delivering great value – a Council that supports and develops its staff, maximises the benefits from digital technology, invests resources wisely and uses its assets effectively to ensure the Council is financially sustainable and delivers high quality services to residents.

Objective	Measure of success – by 2030 there will be:
Digitally enabled customer service	all core services accessible online XX% of all customer transactions are delivered digitally
Good quality services	all core services performing in the top 25% of comparable councils no core services costing more per resident than the 25% highest cost comparable councils
Financially sustainable	all planned savings delivered annual revenue spend is within +/- 2% of planned

Delivery Priorities for the first three years

Accountable Director

Adopt a digital first approach to delivering on customer needs, utilising digital technology to provide help, advice, information and easy access to services in a way that suits our customers.

J Slatter

- Deliver Digital Strategy 2020
- Develop the Selby District Council Customer Strategy 2030 and implement
- Deliver Contact Centre move

Support and develop a workforce to deliver our ambitions with the right people in the right roles with the right skills and supported by digital technology.

J Slatter

- Deliver People Plan 2020

Implement a strategic approach to the use of our physical and financial assets to ensure they support the future sustainability of the Council and realisation our ambitions.

J Slatter &
D Caulfield

- Develop and implement the Asset Strategy 2030
- Deliver the Programme for Growth

Ensure service delivery maximises value for money for residents, keeping service design and delivery under review, encourage innovation and improvement and maximise the benefits of a mixed economy of provision to keep costs down, build in resilience and maintain standards.

J Slatter &
D Caulfield

- Re-procure contracts for waste and street cleaning.
- Explore further opportunities to build on existing Better Together arrangements with North Yorkshire councils

APPENDIX B – COUNCIL PLAN 2030 ON A PAGE

Our VISION is...

The Selby district is *a great place*

Our STRATEGIC PRIORITIES are...

a great place to **LIVE**

a great place to **ENJOY**

a great place to **GROW**

a great place with a Council delivering **GREAT VALUE**

Our OBJECTIVES for successful delivery are...

- improved housing supply
- better quality council homes
- improved town centres

- improved environmental quality
- safe neighbourhoods
- improved sustainable transport

- increased investment
- more well paid jobs
- higher skills levels

- digitally enabled customer service
- good quality services
- financially sustainable

Our HEADLINE DELIVERY PRIORITIES for the first three years (accountable officer in brackets) to deliver those objectives are...

- **Enable the delivery of increased housing supply** through close working with strategic partners and with landowners and developers to promote sustainable development. (J Slatter)
- **Increase the number of affordable homes** in the Selby district through delivery of our housing development programme - including the strategic acquisition of existing homes - to ensure all households in the district have access to sustainable accommodation that supports them to fulfil their ambitions and aspirations.(J Slatter)
- **Invest in improving the quality of Selby District Council housing stock** through implementing the revised HRA Business Plan. (J Slatter)
- **Develop a long-term programme of market town regeneration** to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers.(D Caulfield)

- **Deliver improved environmental standards** through working closely with delivery partners (Amey) to reduce household waste, improve recycling and uphold the cleanliness of Selby district streets and public spaces. (J Slatter)
- **Enhance community safety** and feelings community wellbeing through working closely with strategic partners, building on co-location with the Police and enhancing public spaces. (tbc)
- **Respond to our developing understanding of the impacts of climate change** to foster local resilience and assurance through identifying and promoting low carbon – including aiming for the Council to be Carbon neutral by 2050 - and working with strategic partners to explore the economic potential of a M62 low carbon energy corridor.(tbc)
- **Protect and promote Green Infrastructure** to support wider health and socio-economic benefits through the setting of minimum standards and promotion of sustainable transport. (D Caulfield)

- **Deliver a new Local Plan for the Selby District** to set out the strategic priorities for development of the district - including those covering housing, commercial, public and private development, transport infrastructure and protection for the local environment.(D Caulfield)
- **Enable a thriving visitor economy** underpinned by a sustained focus on enhancing the district’s cultural offer.(D Caulfield)
- **Support enterprise and business growth** that benefits local residents through development of the necessary infrastructure and support to attract new business investments and support local business to grow.(D Caulfield)
- **Support the local workforce to reach their potential:** increasing apprenticeship and vocational training, removing health and transport barriers and supporting those out of work to drive productivity and growth.(D Caulfield)

- **Adopt a digital first approach to delivering on customer needs**, utilising digital technology to provide help, advice, information and easy access to services in a way that suits our customers.(J Slatter)
- **Support and develop a workforce to deliver our ambitions** with the right people in the right roles with the right skills and supported by digital technology.(J Slatter)
- **Implement a strategic approach to the use of our physical and financial assets** to ensure they support the future sustainability of the Council and realisation our ambitions. J Slatter/D Caulfield
- **Ensure service delivery arrangements maximise value for money for residents**, keeping service design and delivery under review, encourage innovation and improvement and maximise the benefits of a mixed economy of provision to keep costs down, build in resilience and maintain standards.(J Slatter/D Caulfield)

In delivering these priorities we will be guided by our PRINCIPLES...

Collaborative
“we will be outward-focused and work with others to get things done”

Community-centred
“we will empower and involve people in decisions about their area and their services”

Self-sufficient
“we will facilitate people to use self-service channels to widen access to services”

Tech-enabled
“we’ll use the most appropriate digital tools to deliver better services to residents”

Wellbeing-led
“we will consider the impact on encouraging healthy life choices in our decision-making”

Our staff will demonstrate the following VALUES...

Customer focused
“I’m happy that people get the help they need”

Business-like
“I feel like everything I do at work adds value”

One team Selby
“I feel I am an important part of something bigger”

Flexible
“I feel energised and positive about change”

Forward thinking
“I feel encouraged to come up with new ideas and that I am listened to”

Trustworthy
“I am treated fairly and honestly, so that’s how I treat others”

APPENDIX C EXAMPLE OF DELIVERY PRIORITY ACTION PLAN

PRIORITY	PRIORITY ACTION	ELT LEAD	PORTFOLIO LEAD	MILESTONES/DELIVERABLES	TIMESCALE
GROW	Develop a new Local Plan for the Selby District in line with district priorities	M Grainger	Cllr Musgrave	Draft Issues and Options Consultation Document Prepared	Dec-19
				Consult on Draft Issues and Options Document	Feb-20
				Draft Local Plan Prepared	Dec-19
				Consult on Draft Local Plan	Feb-21
				Publication Version of Local Plan Prepared	Dec-21
				Consult on Publication Version of Local Plan	Feb-22
				Prepare Proposed Modifications	Jun-22
				Formal Submission to Secretary of Stage for Examination	Jun-22
				Adopt new Local Plan	Mar-23

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Report Reference Number: PR/19/9

To: Policy Review Committee
Date: 15 October 2019
Author: Michelle Dinsdale, Senior Policy and Performance
Lead Executive Member: Councillor Richard Musgrave, Executive Member for Place Shaping
Lead Officer: Stuart Robinson, Head of Business Development and Improvement

Title: Proposals for establishing a Policy Review Low Carbon Working Group

Summary:

This report looks to progress Councillor Musgrave's proposal at Council on 17 September that the Council establishes a Policy Review working group to lead on the development of the Council's approach to the challenges of low carbon. It requests that Members discuss and agree a Terms of Reference, which sets out options for the scope of the group. It also provides Members with details of current projects and suggests potential opportunities for further action to address climate change.

Recommendations:

- 1. Policy Review Committee to put forward members of the Committee to be part of a Low Carbon Working Group;**
- 2. Agree the Terms of Reference for the group.**

Reasons for recommendation:

To implement Cllr Musgrave's proposal for Policy Review Committee to lead on the development of the Council's carbon reduction policy and, in doing so, progress the draft Corporate Plan 2020-2030 priority around 'respond to our developing understanding of the impacts of climate change to foster local resilience and assurance through identifying and promoting low carbon'.

1. Introduction and background

- 1.1** At full Council on 16th July the Leader of the Council set out a proposal in his report to address the low carbon agenda by setting up a cross party working group of Members who will work with officers and report their recommendations to the Executive. Cllr Musgrave is the Executive member taking this work forward.
- 1.2.** At the Council meeting held on 17 September Cllr Musgrave proposed to ask Policy Review Committee to lead on the development of the Council's carbon reduction

policy and to report to Executive with recommendations for actions with targets for delivery in line with the Government's 2050 target.

- 1.3 The Executive will then report to Council their recommendations, including justification if they differ from the views of the Policy Review Committee Working Group, so that the Council can agree and adopt a Policy.

2. Policy Review Low Carbon Working Group

2.1 Draft Terms of Reference

Members are asked to discuss and agree a draft Terms of Reference (ToR) – see Appendix A. These set out how the group might work and the roles and responsibilities of members.

In respect of the key points, Policy Review may wish to specifically consider the following.

Key points to consider

Membership A sub-group is suggested. Policy Review may wish to consider whether the whole Committee should be involved. If it is to be a sub-group, Policy Review to consider which members should be involved.

Scope It is proposed to focus only on the activities of the Council. The Committee may wish to expand this to cover the wider district – although the ability of the Council to influence this may be limited.

Policy Review to consider whether to align with the work streams (and the work) of the North Yorkshire County Council Climate Change Scrutiny Sub-Committee.

Timescale A six month timescale is proposed. Policy Review may wish to consider whether this is appropriate.

Officer Support The draft ToR suggests officers from the following service areas:

- Planning Policy
- Policy and Performance
- Economic Development and Regeneration
- Environmental Health
- Property Services
-

Policy Review may wish to consider:

- a. whether to include officers at all; and
- b. if officers are to be involved, are there any alternative suggestions.

Frequency of meetings Monthly is proposed – is the committee happy with this.

Reporting mechanism and frequency The Chair of the sub working group to report back to the Policy Review Committee at each meeting – is this feasible? Two key milestones for reporting to Executive are proposed – at 4 and 6 months respectively. Policy Review to consider whether this gives sufficient time to undertake the review.

In line with other current Member sub-working/tasks and finish groups a Member Code of Conduct is also included in the draft Terms of Reference.

2.2 Current and planned work

Work is already on-going in a number of areas linked to carbon reduction. These are listed below (detailed in Appendix B), together with details of the lead Officer:

- Electric Vehicle Charging Points - Wayne Palmer (Environmental Health Team Leader)
- Housing Delivery – Caroline Skelly (Planning Policy Manager)
- Council Homes Energy Efficiency – Phil Hiscott (Property Management Team Leader)

If Policy Review decide to include officers in the working group, it would be beneficial for a representative from each of the above service areas to be included, in addition to a number of other key officers (see draft Terms of Reference).

2.4 Potential Future Actions

Opportunities for future actions could include the following:

- Waste management/minimization
- Investing in solar energy
- Procurement - ensuring suppliers demonstrate a commitment to climate change mitigation
- Influencing travel behaviour of both council staff and residents
- Replacing SDC fleet with electric vehicles
- Supporting businesses, especially SMEs to become more sustainable
- Park and open space management/Planting more trees on council land.

3. Alternative Options Considered

None

4. Implications

4.1 Legal Implications

On 12th June 2019 the Prime Minister committed the UK to net zero carbon emissions by 2050. It was enshrined in law through an amendment to the Climate

Change Act laid in parliament on that day. This project will ensure that the Council plays its part in supporting this commitment.

4.2 Financial Implications

None as a result of this report – other than potential for the group to tap into the small Scrutiny Budget (£2k) in order to support the work of the Group.

Delivery of the recommendations will require financial resources. Where possible options to apply for external funding for specific projects will be explored.

4.3 Policy and Risk Implications

The formation of the working group will serve to mitigate the risk of an uncoordinated approach to climate change across the Council.

4.4 Corporate Plan Implications

The draft Corporate Plan 2020-2030 proposes a priority that Selby district is a great place to enjoy life, one of the objectives of which is improved environmental quality. The headline delivery priority is to respond to our developing understanding of the impacts of climate change to foster local resilience and assurance through identifying and promoting low carbon – including aiming for the Council to be carbon neutral by 2050. This work will enable the council to progress with this priority.

4.5 Resource Implications

The working group will be delivered within existing resources.

4.6 Other Implications

There will be implications for existing priorities in providing resources for this work

4.7 Equalities Impact Assessment

None at this stage. An Equality, Diversity and Community Impact Assessment screening will be undertaken once proposals are confirmed.

5. Conclusion

- 5.1** In order to progress with the low carbon agenda it is proposed that Policy Review Committee form a working group. The working group are asked to discuss and agree the Terms of Reference, which include when and how progress will be reported back to the Executive with recommendations for actions with targets for delivery in line with the Government's 2050 target.

6. Background Documents

Council minutes 16 July 2019
Council agenda 17 September 2019

7. Appendices

Appendix A – Policy Review Low Carbon Working Group Draft Terms of Reference
Appendix B – Low Carbon Agenda – Details of Current and Planned Work

Contact Officer:

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Policy Review Low Carbon Working Group

Proposed Draft Terms of Reference

Purpose

Lead on the development of the Council's approach to carbon reduction in order for the Council's activities to be carbon neutral by 2050.

This will be achieved through: developing our understanding of the impacts of Council activities – including the potential impacts of possible future activities – on levels of carbon in the environment; and proposing recommendations to shape the Council's approach to reducing the Council's environmental impact through identifying and promoting low carbon.

Membership

Chair

The Working Group chair will be the Chair of the Policy Review Committee.

Elected Members:

To be confirmed – a sub group of the Policy Review Committee.

Officers

A small group of officers will support the activities of the Working Group. Suggestions include:

- Michelle Dinsdale - Senior Policy and Performance Officer
- June Rothwell – Head of Operations
- Ben Jewell - Senior Economic Development Officer
- Wayne Palmer – Environmental Health Team Leader
- Caroline Skelly – Planning Policy Manager

Resources

The organisation and facilitation of working group meetings will be carried out by Victoria Foreman, Democratic Services Officer.

The Working Group will have access to a limited budget designed to support the breadth of Scrutiny activity (currently £2,500). This could be used to support learning and development, horizon scanning etc to aid understanding of the agenda.

Scope of Activities and Deliverables

Scope

The primary focus of the Working Group is on the *Council's* contribution to the low carbon agenda, i.e. aspects that are within the gift of the council to control and affect.

This entails:

- A review of the work the Council is currently undertaking, e.g.:

- electric vehicle charging points
- the spatial planning framework to inform future development
- the energy efficiency of Council homes
- Identification of new work streams such as:
 - understand the council's and district's carbon footprint
 - climate change action plan setting short/medium/long term priorities
 - develop an impact assessment tool to ensure climate change priorities are integrated into the council functions and policies
 - governance and policy – identify an appropriate level of governance to ensure leadership and oversee the necessary changes in relation to climate change mitigation and adaptation.

Note, there is potential to consider similar work being undertaken by the North Yorkshire Climate Change Scrutiny Sub-Committee.

- Exploration of wider opportunities for further action on climate change.

Deliverables

The key deliverable will be a report to Executive including a proposed policy approach and series of recommended actions to enable the Council to meet the Government's 2050 target.

The Chair to report progress to the Policy Review Committee at every meeting of the Committee until the project ends.

Timeline

Meetings will be monthly – dates, times tbc.

The Group will review progress and report back to the Executive with:

- a progress update to Executive on 6 February 2020; and
- a final set of recommendations to Executive on 2 April 202.

Members Code of Conduct

- All members of the group will have equal status
- All members of the group will need to commit through the lifetime of the project and attend as many meetings as needed.
- All members must be prepared to meet outside of scheduled meetings as far as is practicable.
- Any member who is unable to attend may send a delegate where appropriate
- The group will be a forum to express views freely
- Any conflicts of interest must be declared before the issue that gives rise to the conflict of interest is discussed.
- If the chair of the Group decides that some part or all of the discussion of a particular item needs to be kept confidential, members will be expected to respect that confidentiality.

Low Carbon Agenda - Details of Current and Planned Work

Electric Charging Points

The SDC Car Park Strategy 2017-2020 highlights the demand for electric vehicle (EV) charging infrastructure following an ever growing increase in purchase of EVs. Two of the Council car parks in Selby Town will have EV charging points installed in 2019. Currently investigations are focusing on upgrading the electric supply to support the infrastructure and identifying the most viable points for installation.

North Yorkshire County Council have submitted a bid on behalf of the district councils to provide funding to deliver new EV charging points across North Yorkshire, including in Selby.

The Air Quality Action Plan (AQAP) also identified a significant lack of EV charging infrastructure across Selby District. Officers from Environmental Health are now looking at measures to address this. This includes looking to purchase and install EV charging points in the Civic Centre car park for employee. The NHS and North Yorkshire Police have been approached to gauge interest in supporting this project and initial responses have been extremely positive. It will benefit employees, incentivise the uptake of hybrid, electric and low-emission vehicles and promote sustainable travel and help towards managing vehicle emissions and its impact on climate change.

Housing Delivery/Planning Policy

Climate change is a key issue which runs through the adopted Core Strategy. One of the Core Strategy's key aims is to "ensure that new development is sustainable and that it contributes to mitigating and adapting to the future impacts of climate change".

Officers work with developers to consider the impacts of climate change in the design of schemes such as maximising solar gain, net gains in biodiversity and sustainable drainage systems.

The future Development Policies document will look at policies for EV charging points and housing design etc.

Developers are encouraged to demonstrate that they are making all reasonable efforts by ensuring the energy choices for heating and powering the buildings are the right ones for both carbon/CO₂ and local air quality emissions (NO_x/Particulate Matter). Developers are also encouraged to have requirements to promote and incentivise the use of low emission vehicles on the site to reduce the overall emission impact of development related traffic (e.g. provision of electric vehicle recharge points).

Council Homes – Energy Efficiency

Officers have secured funding to undertake a pilot programme (circa 10 properties) of air source heat pump installation and other energy efficiency measures. The aim of the pilot will be to work with the customers to understand the impact on energy usage, which in turn would allow calculation of CO₂e reduction. Targeted properties are those which are currently served by electric panel heating (which we are aware are proving expensive to heat for some customers). A number of properties have been identified as possible candidates. We won't be in a position to report any findings in terms of carbon reduction for at least 12 months. If the results are positive, as we believe they will be, we could look to roll it out across all off-gas areas in future.

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Report Reference Number: PR/19/10

To: Policy Review Committee
Date: 15 October 2019
Status: Key Decision
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Cllr Chris Pearson, Lead Executive Member for Housing, Health and Culture
Lead Officer: June Rothwell, Head of Operational Services

Title: Draft HRA Business Plan and Action Plan 2020-2025

Summary:

The Policy Review Committee is asked to consider and comment on the draft version of the HRA Business Plan and its accompanying Action Plan 2020-2025. The HRA and Action Plan was considered by the Executive on 5 September 2019, and was approved for consultation with key stakeholders.

The HRA details the Council's ambitions over the next five years and beyond as to how it manages and looks to improve the housing stock, ensuring as much as possible that the needs of residents are met now and in the future.

Recommendation:

The Policy Review Committee is asked to consider and comment on the draft version of the HRA Business Plan and accompanying Action Plan 2020-2025.

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in contributing to the development of policies contained in the Budgetary and Policy Framework of the Council. The information contained within the report presents work to ensure that the Council has a financially viable HRA Business Plan to both invest in current stock and increase overall housing supply in the District. Comments are invited from the Policy Review Committee as part of the consultation on the draft HRA Business Plan and Action Plan 2020-2025.

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 5 September 2019, attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 5 September 2019, attached to this report at Appendix A.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Please see section 3.1 of the report considered by the Executive on 5 September 2019, attached at Appendix A to this report.

4.2 Financial Implications

Please see section 3.2 of the report considered by the Executive on 5 September 2019, attached at Appendix A to this report.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This Policy Review Committee contributes to the scrutiny and development of policies contained in the Budgetary and Policy Framework of the Council. The information contained within the report presents work to ensure that the Council has a financially viable HRA Business Plan to both invest in current stock and increase overall housing supply in the District.

4.5 Resource Implications

None applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see section 3.6 of the report considered by the Executive on 5 September 2019, attached at Appendix A to this report.

5. Conclusion

5.1 The Policy Review Committee discharges elements of the Council’s statutory overview and scrutiny functions; the Committee’s comments and observations on the draft HRA Business Plan and Action Plan 2020-2025 are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report – 5 September 2019

Further appendices to the Executive report are also included:

Appendix B - HRA Business Plan 2020-2025 (Appendix i of Executive Report 5 September 2019)

Appendix C – HRA Business Plan Action Plan 2019 – 2025 (Appendix A of Executive Report 5 September 2019)

Appendix D – 3 Year Capital Investment Programme 2019-2022 (Appendix B of Executive Report 5 September 2019)

Appendix E – HRA 30 Year Financial Plan (Appendix C of Executive Report 5 September 2019)

Appendix F – HRA Risk Register (Appendix D of Executive Report 5 September 2019)

Contact Officer:

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Report Reference Number: E/19/15

To: Executive
Date: 5th September 2019
Status: Non Key Decision
Ward(s) Affected: All
Author: Sarah Thompson, Housing and Environmental Health Service Manager and Hannah McCoubrey, Housing Strategy Officer
Lead Executive Member: Cllr Chris Pearson, Lead Executive Member for Housing, Health and Culture
Lead Officer: June Rothwell, Head of Operational Services

Title: Housing Revenue Account (HRA) Business Plan - Draft

Summary:

The Selby District Corporate Plan priority to 'enjoy life' identified the need to make sure a suitable supply of homes is available to those who need them. A key part of this is ensuring that the Council has a financially viable Housing Revenue Account Business Plan, to both invest in their current stock, as well as increase overall housing supply in the district.

A draft version of the HRA Business Plan and its accompanying Action Plan 2020-2025 is therefore attached. This plan will detail our ambitions over the next five years and beyond as to how we manage and look to improve our housing stock, ensuring as much as possible that the needs of our residents are met now and in the future.

Recommendations:

Executive Members approve the draft HRA Business Plan 2020-2025 for further consultation with key stakeholders.

Reasons for recommendation:

Approving the draft plan for consultation with key stakeholders will allow the Council to further progress with implementation of the new HRA Business Plan 2020-2025.

1 Introduction and background

1.1 The HRA Business Plan provides tenants, the Council, and its members with priorities and direction as to how it will manage Council owned social housing in the Selby District. The plan outlines key responsibilities for the Council and sets out priorities for spending. The plan takes into account the views of our tenants and forms a key element of our over-arching Housing Strategy; including an

understanding of the demand versus resource of social housing, as well as reviewing our long-term financial position.

- 1.2** HRA self-financing commenced in April 2012, which allowed local housing authorities to fully retain the money they receive in rent in return for taking on a proportion of national social housing debt. This allows them to plan and provide services to their current and future tenants. Although this system provides the freedom to develop and deliver a less constrained vision for council housing, it should be done in a prudent, viable and measured way with a number of checks and balances built into the system.
- 1.3** The Council's plan is consequently to drive the development of more new homes and for all housing in the district to be of a quality, type and size which meets the needs of local communities. Its new objectives are:
- Objective 1:** To ensure good quality housing within the district which helps meet the needs of our local community.
- Objective 2:** To provide a first rate housing management service which makes the best use of our existing stock.
- Objective 3:** To deliver a financially sustainable service which demonstrates value for money and ensures that investment is targeted to council priorities.

2 The Report

Current Position

- 2.1** The Council's previous HRA Business Plan commenced in 2012 and looked to make improvements into 2017 and beyond. However, the introduction of several Government policies have impacted on the HRA; namely the introduction of various welfare reforms (including the spare room subsidy, Local Housing Allowance and Universal Credit), the reinvigoration of the Right to Buy scheme, Social Rent reductions and more recently the Government's Green Paper 'A New Deal for Social Housing.' Therefore, whilst much has been achieved in the last seven years, there is also an understanding that more can be done. Recent announcements including lifting of the HRA borrowing cap, Social Rent increases from 2020 and potential changes to the allocation of capital receipts all provide local housing authorities with real opportunity to not only maintain, but invest in social housing.
- 2.2** The draft HRA Business Plan will therefore demonstrate that the Council can maintain its assets and invest in new provisions, and at the same time deliver a high level of service to current and future tenants and leaseholders. The business plan will illustrate:
- The council's legal responsibilities as a social landlord.
 - National, regional and local housing priorities.
 - How the management of Selby's housing stock can support the delivery of wider strategic priorities.
 - Local demand for affordable housing.
 - Tenant and leaseholder needs and aspirations.
 - Long term forecasts of income and spending and resources available to support investment plans.

Three new objectives

- 2.3 Objective 1:** To ensure good quality housing within the district which helps meet the needs of our local community; we will:
- Provide significant investment for current housing stock, not only meeting but surpassing the Decent Homes Standard.
 - Improve energy efficiency for our tenants, especially in our off-gas properties, reducing the likelihood of fuel poverty occurring.
 - Ensure the Council has accurate and increased stock records to inform both responsive repairs and planned investment programmes.
 - Acknowledge and try to meet the needs of our rural residents and those who may require specialist and/or supported accommodation.
- 2.4 Objective 2:** To provide a first rate housing management service which makes the best use of our existing stock; we will:
- Build on the good work already completed in Tenant Participation and encourage an increased relationship with our tenants and leaseholders.
 - Improve our responsive repair service by utilising new IT provisions, gathering feedback and using it to improve and shape service delivery.
 - Increase fire safety in communal areas to ensure they are both secure and attractive places for residents to experience.
 - Meet local need by prioritising those with local connection for new build affordable housing, and reduce empty homes within the community to increase affordable accommodation in local areas.
- 2.5 Objective 3:** Deliver a financially sustainable service which demonstrates value for money and ensures that investment is targeted to council priorities; we will:
- Work with the Housing Trust to deliver increased affordable housing throughout the district via our three delivery pillars.
 - Commit to one-for-one replacement of properties lost via Right to Buy and work to replace those already lost but not yet replaced.
 - Ensure that housing need takes precedence when deciding the location, property and tenure type of new housing schemes.
 - Reduce void times in our properties to accelerate access to affordable housing and increase rental income to the HRA.

Financing the plan

- 2.6** The Housing Revenue Account aims to provide the financial environment to support our landlord responsibilities over the medium and longer term, combined with strategic objectives for our housing service. It is a 'ring-fenced' account which means that all the costs associated with maintaining our homes, financing improvement works, servicing debt and running the service, are met from the rental and other associated income generated from the houses and garages we let. Importantly, the Government has confirmed that from 2020/21, social housing landlords will be permitted to increase rents by up to Consumer Price Index (CPI) plus 1% for a minimum of five years. This is acknowledged within our 30 year financial forecast, with increased capital to reinvest back into our stock.
- 2.7** The business plan model also assumes that borrowing is repaid at the earliest opportunity in order to demonstrate viability. In our previous HRA Business

Plan, and maintained as part of this draft plan, it was established that all loans would be repaid over a 30 year period if financially viable to do so. The financial forecast included within the draft shows that, based on key assumptions, there are sufficient resources over the next 30 years of the plan to:

- Maintain a viable housing management service.
- Not only maintain but improve on the Decent Homes Standard in our properties.
- Carry out necessary planned repairs to our housing stock.
- Invest in new properties as part of a Housing Development Plan (per individual finance arrangements, including accessing Homes England grant funding and Section 106 commuted sums).

2.8 Of course, the balance between repaying our debts, versus maintain and/or extending our housing stock, will be an on-going feature of the HRA Business Plan and will require careful consideration as the impacts of emerging policy and practice are felt. With this in mind, it is expected that the plan be regularly reviewed, providing the ability to utilise 'flexible levers' by either accelerating programme delivery if rental income increases above that forecasted, or slowing down debt repayment if additional funds are required. This gives us greater flexibility in regards to longer-term financial planning than was possible under the previous subsidy system.

Consultation and next steps

2.9 Before finalising the draft plan a roundtable event was offered to all Council tenants and leaseholders, which took place in January 2019. This event allowed for a free exchange of ideas between housing staff, tenants and leaseholders, and gathered feedback on various proposed ideas and themes to be included within the draft HRA Business Plan. In order to maximise engagement, drop-in sessions were also held in our Community Centres to allow as many people as possible the opportunity to share their experiences and provide feedback, which has subsequently helped shape the draft plan.

2.10 The draft plan will be submitted for Executive approval in September 2019. Further consultation with tenants and additional stakeholders will take place shortly after and a final report submitted for Executive approval in December 2019. It will subsequently be submitted for full Council in-line with the budget process. It is the Council's intention that the final HRA Business Plan is implemented in April 2020.

Key Deliverables

2.11 These include:

- A Housing Revenue Account Business Plan: a strategic plan in line with our corporate plan to 2025. The plan will be a live, rolling plan that will be reviewed and updated every year. The plan will clarify accountability and support future decision making.
- A 30 year financial forecast for the HRA which will include key assumptions to ensure a sustainable financial model.
- Implementation of the HRA Action Plan which will include detailed priorities and sub-tasks.

- A 3 year Investment plan, within the resources allocated through the Medium Term Financial Strategy, will inform the annual budget proposals (approved by Council). The investment plan will be aimed at supporting the Council's planned programme of works, enabling better planning and greater efficiencies.
- A plan that has had input from all key stakeholders and a plan where tenants are at the forefront.

3 Implications

3.1 Legal Implications

Section 74 of the Local Government and Housing Act 1989 requires the local housing authority to keep a separate HRA and Section 76 of the same Act provides that they must prevent a debit balance in the HRA.

3.2 Financial Implications

The Medium Term Financial Strategy indicates that the HRA is in a sustainable position over the next 10 years, but potential risks to its viability are considered within the draft plan. Key assumptions include:

- 2019/20 rents decrease in-line with government policy (final year of 1% decrease). From 2020/21, new rent policy assumptions commence based on CPI+1%.
- A void rate set at 2% and bad debt provision 40% at 1% and 60% at 3% to reflect the potential impact of Universal Credit.
- General inflation based on CPI at 2%.
- Surplus funds generated through efficiencies or additional income is allocated to the Major Repairs Reserve to be available for use to invest and maintain the housing stock.
- Based on current trends, 20 Right to Buy sales are assumed each year.
- Capital Investment Programme includes inflation.

The new plan will provide a new strategy for investment whilst ensuring the sustainability of the HRA. Implementing the HRA Business Plan will ensure that the Council achieve a sustainable financial future for its housing stock. Self-sufficiency relies on a range of factors; and although some of these are outside the Council's immediate control, we will develop a business plan which is within the framework provided by the Council's financial strategy, and which seeks to make best use of our resources and assets to invest in the future of housing in the district.

3.3 Policy and Risk Implications

The draft HRA Business Plan will include an assessment of policy and risk implications.

Any changes made in relation to rent setting and tenure type will be considered on a 'case by case' basis to ensure they are not only financially viable, but also in-line with wider Council policies and procedures.

3.4 Corporate Plan Implications

Implementation of the final HRA Business Plan will meet the Corporate Plan's aim to ensure resident 'enjoy life' by increasing the overall condition and supply of housing in the district.

3.5 Resource Implications

The HRA Business Plan will link directly to the Council's MTFs and incorporates the Council's Capital Investment Programme, as approved by the Executive.

3.6 Equalities Impact Assessment

The HRA Business Plan is intended to be an overarching strategic document setting out the future of the Council's housing provision, and therefore not subject to an Equality Impact Assessment. However, any new policy or procedure created as a result of its implementation will be subject to such an assessment and will be inclusive of the relevant protected characteristics of age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

4 Conclusion

The draft HRA Business Plan demonstrates how Selby District Council can maintain its assets and invest in new provisions, and at the same time deliver a high level of service to current and future tenants. It provides a 30 year financial forecast for the HRA which includes key assumptions to ensure a sustainable financial model; including a new Capital Investment Programme which will drive increased standards, enable better planning and achieve greater efficiencies. Approval of the draft plan will allow the Council to progress to consultation with our tenants, leaseholders and relevant stakeholders; this feedback then to shape and help deliver an effective HRA Business Plan for implementation in April 2020.

5 Background Documents

Selby District Council Housing Revenue Account 2012-17
Selby District Council Housing Development Strategy 2013

6 Appendices

Appendix i – HRA Business Plan 2020-2025 (consultation draft) and appendices

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(Appendix i of Executive Report)



Housing Revenue
Account Business Plan
2020 – 2025

DRAFT

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Foreword

Welcome to Selby District Council's Housing Revenue Account (HRA) business Plan. This plan will detail our ambitions over the next five years and beyond as to how we manage and look to improve our housing stock, ensuring as much as possible that the needs of our residents are met now and in the future. This plan sets out the scope for investment in both current and new homes, which will benefit not only our tenants, but the wider Selby district community and economy.

In April 2012 with the introduction of self-financing, the Council took on a debt of £57.7m spread over a 50 year period. In return for this, the Council is now able to retain its full rental income, putting control back into our hands and strengthening the link between the rent we collect and the services we provide to our tenant and leaseholders. It is therefore the aim of this plan to secure the best possible outcomes for our investments and ensure we are best meeting the housing needs of local people.

This five year business plan is written in-line with our Corporate Plan, understanding also that we operate within a changing economic and political environment. Consequently, the plan will be reviewed yearly and a balanced Housing Revenue Account will continue to be approved each year going forward.

1. Introduction

- 1.1 The Housing Revenue Account is a self-contained financial business which relies on the rental income from Council-owned homes to provide the ongoing maintenance and management resources needed to sustain our housing stock. In order to maximise investment in our homes and sustain our service to tenants, it is vital that our operations are as efficient and effective as possible.
- 1.2 Our last plan commenced in 2012 and looked to make improvements into 2017 and beyond. However, this new plan acknowledges the major changes that Selby District Council's housing provision has undergone since this time, including consideration of welfare reform, rent reductions and the reinvigoration of the Government's Right to Buy policy. Furthermore, given the ever-changing and uncertain environment that local authorities work within, there is an expectation that this plan will become a 'living' document which will be reviewed yearly and amended as required.
- 1.3 Selby District Council will continue to engage and try to work together with its tenants and leaseholders, consulting them wherever necessary and appropriate. This business plan takes into account the views of our tenants and forms a key element of our over-arching Housing Strategy; including an understanding of the demand versus resource of social housing in the district, as well as reviewing our long-term financial position.
- 1.4 Central to the foundations of how we achieve our future ambitions, the business plan will include our financial forecast and key economic assumptions. It will also focus on the service priorities of the Council's landlord function. It will demonstrate that the Council can maintain its assets and invest in new provisions, but at the same time deliver a high level of service to current and future tenants and leaseholders.
- 1.5 An action plan has also been created to focus on the key priorities listed within this HRA business plan, which is detailed in *Appendix A*. The Council will work with our tenants and various partners to deliver this plan and we will continue to monitor our progress against the corresponding action plan, also due to be reviewed yearly.

2. Delivery and Standards

Operations

- 2.1 The Council's housing service incorporates various departments within the Council. In general, clerical and administrative services are provided via our Business Support Team. Our front-line staff includes Customer Services, Housing Options (working with those homeless or at risk of homelessness) and our Neighbourhood Officer Team, responsible for managing our housing stock and liaising directly with tenants and Selby residents. Responsive repairs and works to 'void' properties are co-ordinated and delivered through our Property Management Team.



- 2.2 Our Housing Strategy Officer, along with colleagues from Planning Policy, Housing Development and Housing Tenant Services are responsible for reviewing existing housing practices and responding to new and developing national policies and legislation. This includes the provision of new housing, homelessness, allocations and tenant participation. As a district authority, teams also liaise frequently with partnering North Yorkshire local authorities.

National Standards

- 2.3 All Council and Housing Association landlords are required to meet the National Standards for housing services, set by the Regulator, which provide a framework for:

Tenant Involvement and Empowerment Standard - how we involve tenants in decisions about their home, neighbourhood and community; including how we deal with and learn from tenant complaints and customer care, especially when considering those tenants with additional support needs.

Home Standard - how we look after our tenant's homes, including day-to-day repairs and the quality of accommodation.

Tenancy Standard - how we manage tenancies, including allocating empty homes and rent collection.

Neighbourhood and Community Standard - how we manage estates and communities; including neighbourhood management, local area co-operation and anti-social behaviour.

Value for Money Standard - how we make sure that the services we provide are cost efficient.

Governance Standard - how we ensure we are making the correct decisions and governing appropriately.

The six principles of a HRA:

2.4 Councils have also responded to the self-financing model by putting in place comprehensive policies and practices for effective management. There are consequently six principles that the majority of local authorities use to guide the implementation of their HRA business plans, which are detailed below:

Co-regulation - the authority complies with the principles of co-regulation as set out in 'The Regulatory Framework for Social Housing in England from April 2012,' which focuses on transparency, accountability, value for money, tenants shaping service delivery and understanding tenant's needs.

Financial Viability - the authority should put in place arrangements to monitor the viability of its housing business and takes appropriate actions to maintain this.

Communication and Governance - the authority should keep under review these arrangements with regards to the current operating environment and should govern its housing business in a clear and concise manner, consulting with various stakeholders.

Risk Management - the authority should have in place an effective system for the on-going management, monitoring and reporting of risks to the HRA; focused on changes in government policy, inflation, void levels, changes to rent policy, and Right to Buy.

Asset Management – the authority should have in place arrangements to maintain its assets and maximise their value into the future. This requires a strategic approach and should be agreed by all stakeholders.

Financial and Treasury Management - the authority should comply with proper accounting practices, with a borrowing policy that ensures long term stability.

3. Our Vision

- 3.1 The Council's plan is to drive the development of more new homes and for all housing in the district to be of a quality, type and size which best meets the needs of both our urban and rural communities. The plan recognises that Selby District Council is a social landlord, which means we have a range of legal and moral responsibilities to fulfil.
- 3.2 Selby District Council is a member of the York, North Yorkshire and East Riding Strategic Housing Partnership and has been involved in the development of a joint Housing Strategy among these regions. This strategy sets out the priorities for housing growth and delivery from 2015 to 2021. The strategy's key priorities are to:
1. Work with partners to increase the supply of good quality new housing across all tenures and locations (in line with Local Plans/site allocations).
 2. Ensure our housing stock reflects the needs of urban, rural and coastal communities.
 3. Ensure our housing stock meets the diverse needs of our population at all stages of their lives.
 4. Via policy guidance and negotiation, ensure new homes are of good design and environmental quality regardless of tenure.
 5. Continue to make best use of our existing stock and ensure it's of a decent quality to meet the needs of our communities.
 6. Ensure all homes have a positive impact on health and well-being and are affordable to run.
 7. Continue to reduce homelessness.
 8. Ensure housing is allocated fairly and on the basis of need.
 9. Provide appropriate housing and support.
- 3.3 The above aims provide the framework as to how housing services, stock and development should be managed county-wide; as well as also informing Selby's local objectives, which are:

Objective 1: To ensure good quality housing within the district which helps meet the needs of our local community.

Objective 2: To provide a first-rate housing management service which makes the best use of our existing stock and listens to our tenants and leaseholders.

Objective 3: To deliver a financially sustainable service which demonstrates value for money and ensures that investment is targeted to Council priorities.

- 3.4 Since the previous HRA business plan was developed in 2012 and refreshed in 2015, the Council has made significant changes and improvements to our housing service. Many of these successes will be detailed subsequently. However, whilst much has been achieved in the last seven years, there is also an understanding that more needs to be done. As a landlord, we must ensure that we are providing our tenants and leaseholders with the best possible service, as well as providing suitable housing for our residents district-wide.
- 3.5 This HRA business plan has been developed by a variety of Council service departments, encompassing all aspects of Selby's landlord functions. Elected Members, tenants and leaseholders have been consulted at various stages. Our objectives have been considered in relation to the financial resources available to us and there is an awareness that the ever-changing policy environment we work within makes predicting the future particularly difficult. This business plan is, and will continue to be, a dialogue with our tenants and stakeholders and will provide the framework to inform and develop our future planning.

4. Context: Local and National

Selby District

- 4.1 Stock modelling completed in July 2017 found there were 39,423 dwellings in the Selby district - 74% owner occupied, 14% private rented and 12% social rented.¹
- 4.2 The last National Census in 2011 highlighted that the predominant tenure within the district was home ownership at 78%, compared with a national average of 68%. A high proportion of these owner occupiers owned their homes outright without a mortgage.
- 4.3 Nonetheless, affordability still plays a significant part in the difficulty faced today by many residents in accessing the local housing market. As of April 2019, the average house price in Selby district was £193,636, which is almost identical to the year previous, but a 6.7% increase compared with April 2016. Comparatively, this is lower than North Yorkshire's average of £215,205 and below the English average of £245,128. Housing in North Yorkshire is consequently unaffordable for many local people, where a person earning average local wages would need 7.8 times their income to buy a property. Selby however, is classed as one of the more affordable areas, with a rate of 6.6 required.²
- 4.4 The Council's Strategic Housing Market Assessment completed in 2015 calculated an overall need in the district for an additional 343 dwellings per annum over the period 2014-37 in order to meet predicted housing need. Further analysis found that 50% of these would need to be affordable housing, at 172 units per annum. Conversely, there are an estimated 370 private sector homes in the district that have been empty for six months or more, of which 155 have been empty for over two years (as of September 2018).



¹BRE Integrated Dwelling Level Housing Stock Modelling and Database for Selby District Council

²<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/housepriceexistingdwellingstoresidencebasedearningsratio>

Housing supply and demand in the district

4.5 Selby District Council retained and managed 3,044 properties (with 156 leaseholders) at the end of 2018/19. Of this, less than 2% of stock is strictly defined as ‘sheltered’ and offering extra care. Of the rest, 19% are bedsits, flats or maisonettes, 38% are bungalows, and the remainder are houses. This stock is distributed across the Selby district, with the main concentrations being in the Council’s urban settlements. The stock is mostly low rise but varied in archetype.

4.6 At the same time, there were just short of 600 active applicants on the Council’s housing register – known as North Yorkshire Home Choice. This has reduced significantly from almost three times this amount (1,788), following a policy review in 2013 which saw the introduction of stricter criteria on household income and equity, a local connection requirement, and homeowners who have no housing need being disqualified from the list and instead being considered on a case-by-case basis.

4.7 The profile of our applicants has been summarised below:

2012	2014	2019	
25%	0%	0%	of applicants on the Housing Register were under 18
22%	20%	19%	of applicants were over 60
60%	55%	62%	of lead applicants are female
1.6%	11.9%	12%	of applicants were Black and Minority Ethnic Groups
21%	31%	32%	of applicants had a disability



Figures show that, other than an increase in female lead applicants, the characteristics of those on the waiting list has not changed dramatically since 2014 and since the change in policy in 2013. It would therefore appear that the nature of demand on Selby’s housing stock has remained somewhat consistent over the last five years.

4.8 In order to meet this housing need within the district, a number of affordable housing units have been newly built since 2011/12, with completions shown below:

<i>New build completions</i>	<i>All houses</i>	<i>Affordable housing completions*</i>	<i>% affordable against all new build completions</i>
2011-12	300	76	25%
2012-13	185	40	22%
2013-14	298	47	16%
2014-15	444	79	18%
2015-16	515	76	15%
2016-17	569	73	13%
2017-18	615	101	21%
2018-19	632	183	29%

*Numbers of affordable housing completions ignore any commuted sum contributions for affordable housing in lieu of onsite provision, and this will reduce the percentage out turn. However, this will be compensated in future years by the development of affordable homes funded by these contributions.

Our target, as set out in our adopted Core Strategy in 2013, is that up to 40% of new build market schemes should be designated as affordable housing, where schemes are expected to hold 10 units or more. The table above however shows the figures for all new build completions, including schemes where no affordable contribution is required.

- 4.9 A new Strategic Housing Market Assessment for the district is also expected to be published shortly which will provide additional and more up to date detail as to the housing needs of Selby residents. This information will be integral to ensuring our Housing Development Plan remains appropriate and that investment is targeted to the right properties and the right locations.

National context and legislative changes

- 4.10 The Localism Act 2011 placed a new duty on local housing authorities to develop a Tenancy Strategy, which would detail the management of social homes within each authority and consider how best resources could be used. Selby District Council worked in partnership with local authorities across North Yorkshire to produce a combined strategy which was finalised in 2012. Following this, the Council developed its own Tenancy Policy in 2013, refreshed regularly, relating to the management of its own housing stock, largely addressing management and allocations.
- 4.11 The Council also revised its equality and diversity objectives following consultation in April 2017, with any updates applied to all new and reviewed policies; ensuring all Council policies are non-discriminatory in nature. These issues are particularly important as the district continues to experience changing demographics due to varying numbers of migrant workers. Consequently, an Equality Objectives Action Plan 2017-2020 was published by the Council and all policy and practice will be considered with these objectives in mind.
- 4.12 Selby District Council continues to monitor the implications of welfare reform on our tenants, in regards to ability to manage finances, level of arrears and the potential need for alternative accommodation. The Spare Room Subsidy, benefit cap and the 'under 35' Local Housing Allowance rate in the private sector all impact on the demand for social housing. The district also became a Universal Credit 'live' area in May 2018, meaning that the majority of new single, working-age claimants requiring help towards their rent would be asked to apply for Universal Credit rather than Housing Benefit and would therefore have their claim managed by the DWP. With this in mind, the HRA business plan must ensure that the Council maximise the use of its stock and the income it generates in order to mitigate the additional risks that are created by welfare reform.

- 4.13 The Government's 'Right to Buy' scheme was also reinvigorated between 2012 and 2014, which has potential risk implications for the Council. The maximum discount for tenants is now set at £82,800 and the amount of qualify years reduced from five to three. Whilst this increases the likelihood of our housing stock being reduced, at the same time it increases capital receipts to fund the development of new homes. In the last five years, since the new incentives were introduced, the Council has sold 103 properties via the Right to Buy scheme. The last financial year (2018/19) saw 21 properties bought through the scheme. A Government consultation on the use of Right to Buy receipts was subsequently published in October 2018, with proposed changes largely welcomed by local authorities, but with details yet to be confirmed.
- 4.14 Most notably, in August 2018, the Government released a new Green Paper for consultation - 'A New Deal for Social Housing,' which has the potential to fundamentally reform social housing and its management. The paper focused on making improvements in five key areas: property safety, tenancy complaint resolution, empowering residents and improving the Regulator, tackling stigma and improving the supply of available accommodation. Whilst the impact of this paper is again yet to be known, a focus on improving safety standards and the quality of social housing may significantly impact on HRA budgets nationally.
- 4.15 Further assistance was provided by the Government in November 2018 when the HRA borrowing cap was lifted for all English local authorities. This brings financial borrowing for Council homes in-line with all other local authority borrowing under prudential codes. This follows lobbying from various agencies, including the Local Government Association and the Chartered Institute of Housing. The real impact of this change is yet to be felt, but Savills' 2017 research posits that lifting the cap could deliver up to 15,000 new council homes across England.³

³https://omghcontent.affino.com/AcuCustom/Sitename/DAM/086/Raising_the_roof_17_Nov_2017_PD_F_FINAL.pdf

5. **Objective 1: Ensure good quality housing within the district which helps meet the needs of our local community**

What we have achieved so far:

- 5.1 We have removed all concrete panels from our 'airey homes' and replaced them with brick block and insulation, bringing them up to modern thermal efficiency standards. This work is now complete with our residents noting a significant difference in the temperature of their homes, and expecting much lower energy bills long-term.



- 5.2 We have replaced many of our old and inefficient boilers for new 'A' rated ones (42 in 2017/18). This replacement programme continues every year with the next replacement peak expected in 2022, with funds set aside for this.
- 5.3 We have upgraded over 100 electric heating systems where our homes are not on the gas network. This increases value for money for our tenants and improves energy efficiency.

What we want to focus on next:

- 5.4 **Decent homes:** Set by Government, the 'Decent Homes Standard' required local housing authorities to meet certain property requirements by 2010. Whilst a considerable amount of work was completed to achieve these standards throughout our properties; given that a proportion of tenants refused work at the time, and that further investment campaigns have been limited since, there remains opportunity for improvement. In particular, we want to improve tenancy sustainability within our properties, offering high quality living and good energy efficiency so that our tenants want to live and invest in our properties and the larger community as long as possible. This reduces the likelihood of tenants unnecessarily moving on and properties becoming void, which in turn reduces HRA spends and staffing time. In order to achieve this and secure our stock into the future, we must have a clear programme of investment in place. With this in mind, Executive Members approved a significant increase in investment from 2019 via the Capital Investment Programme, for a period of 3 years. Details of this can be found in *Appendix B*.

5.5 **Decent Homes Plus:** To improve on property standards further, it has also been agreed that following this programme of investment, the Council will introduce a new investment programme for our properties which is planned and cyclical. Significant financial investment has been agreed by Executive Members with the aim of providing our tenants with properties that go beyond the basic Decent Homes Standard and delivers real value for money for our tenants. This programme will ensure that key property components, such as windows and doors, are replaced before their expiration date (known as their life-cycle) and that tenants are offered replacement of both kitchens and bathrooms. Given the significant investment this will require, the programme will take time to achieve and the introduction of a 15 year timeframe provides a financially viable option for the Council, balanced with tangible improvements for our tenants and their properties.

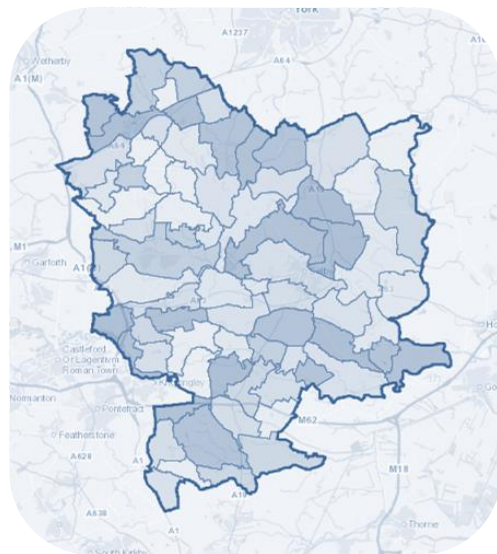


5.6 **Energy efficiency:** As part of increasing tenancy sustainability, a key focus will also include improved energy efficiency, particularly in our off-gas properties where we need to consider alternative heating sources; with an acknowledgement that current traditional alternative can be expensive to run and are not necessarily fuel efficient for our tenants. At last count, the Council had 148 properties with solid fuel heating and 301 with electric heating (not all of these properties were off-gas however, with some tenants declining the offer of alternative fuel options). As part of the new Capital Investment Programme 2019-2022, the Council have allocated additional funding to trialling more renewable and energy efficient fuel sources in these properties, in the hopes of justifying increased use of alternatives in the future. At present, the Council also look to replace solid fuel sources in our properties as part of the voids process, but we will also fund a more active programme of replacement by offering tenants on solid fuel the option to replace this with an alternative heating source as part of our general programme of works.

5.7 We also recognise that fuel poverty in the Selby district does affect some of our tenants and is an issue that requires action. Fuel poverty affects any home where more than 10% of household income is used to pay for fuel to heat the home. Research shows that fuel poverty impacts significantly on a person's quality of life, particularly the very young and old. When last surveyed in 2016, almost 9% of all Selby district households were classed as being in fuel poverty.

Fuel poverty was more likely to be experienced in two types of area within the district: 14% in central Selby, which also houses a high percentage of social housing residents; and also in our more rural wards, such as Appleton Roebuck (11%), Fairburn (11%) and Whitley (10%).⁴ With this in mind, Council-lead surveys have been ongoing throughout the district to assess the overall condition of our windows and doors, looking to replace those at the lowest end of effectiveness. Again, the additional funding allocated within the Capital Investment Programme will accelerate this replacement process and ensure that all tenants are provided with the appropriate fittings to improve energy efficiency as well as reduce wastage and the likelihood of fuel poverty occurring.

5.8 Understanding needs: Work is continuing to better understand and meet the needs of residents who live in our smaller towns and settlements. Our Rural Housing Enabler works closely with Parish Councils to inform housing needs surveys with the intention of securing a ‘rural exception site’ (often a small plot of agricultural land, usually brought forward at a fraction of open-market value, which can be used specifically to build affordable housing reserved solely for local people). In the Selby district, many wards can be considered for such a project excluding central Selby, Barlby and Brayton, Tadcaster and Sherburn-In-Elmet. The Council are consequently working hard to secure rural exception sites throughout the district and will partner with Registered Providers to deliver these schemes, along with more general affordable housing for local residents. Work also continues to champion the housing needs of our rural residents and to ensure that any affordable housing planned in these areas remains affordable in perpetuity for the next generation.



5.9 Stock condition: Stock condition surveys are routinely completed by our Property Services Team in order to help inform our investment programmes, both through regular appointments with tenants and via the void process. Improved awareness of stock condition allows us to better plan and adjust our programme of works, reducing the likelihood of responsive repairs where planned works may be more efficient. We do acknowledge however that more recent investment work has been based on limited condition knowledge, and

⁴ Yorkshire Energy Doctor
<http://www.yorkshireenergydoctor.org.uk/blog2.php?controller=pjLoad&action=pjActionView&id=79>

this is why going forward we intend to survey 10% of stock each year. This will enable the Council to have a more strategic approach to asset management, facilitated by a more informed and accurate understanding of stock condition. This data will also assist us in complying with relevant Health and Safety legislation, avoid the long-term financial problems associated with underinvestment in stock, and increase our effectiveness when making investment proposals; ensuring we deliver a financially sustainable and targeted Capital Investment Programme.

5.10 Property adaptations: The Council will look for opportunities to utilise the HRA asset base in a more innovative way to achieve a reshaping of the housing stock, taking into account an aging population and a need for adapted homes. In 2018/19 for example, £180,000 was allocated to the adaptation of our bungalow bathrooms into wet-rooms, with further funding secured in 2019/20



and 2020/21. This type of adaptation work improves the flexibility of our homes for prospective tenants and ensures cost-effectiveness, preventing adequate bathrooms from having to be replaced in the future to facilitate an adaptation. Notably, local authority housing providers are expected to meet the cost of adaptation work required by tenants, and investment requirement can range from minor adaptations (such as grab-rails and ramps) through to more major adaptations (such as through-floor lifts). The Council must therefore balance its requirement to meet these adaptation requests whilst at the same time ensuring best use of Council stock for all current and prospective tenants. With this in mind, the Council intends to publish clear guidelines and policy relating to Council adaptations. This will ensure all tenants receive the same level of service when making adaptation requests and are provided with clear timescales and outcomes to meet realistic expectations.

5.11 Supported housing: There is an acknowledged need for more specialist supported housing county-wide, to provide as many residents as possible the opportunity to live independently and within their community. At present however, the Selby district has little supported housing, keeping in mind those vulnerable service groups who may require it: the elderly, homeless, those with mental health issues and those registered disabled. Whilst responsibility for commissioning supported housing services passed to the County Council in 2003, Selby District Council does have 49 designated 'sheltered' housing units

over two specific sites, making up less than 2% of the Council's overall stock. 38% of current Council stock is bungalow accommodation however, which per our Allocations Policy is predominately restricted to older people or those with a registered disability. The Council's only additional form of specialised housing is its temporary homeless accommodation, which consists of Ousegate Lodge (a ten bed homeless hostel in central Selby), along with three dispersed units in the community. It is therefore more likely that a number of our vulnerable and disabled residents reside in general needs stock, where they may receive support and care packages. With the exception of sheltered housing, support and care provisions do not link to the property and instead link to the individual, creating a greater reliance on rental income to fund increased levels of housing management. Consequently, and as part of our Action Plan, the Council will review its supported housing provision and consider the implications of building, or partnering with the County Council, to provide additional supported accommodation within the district.

Summary of actions going forward:

- ✓ We will implement our newly proposed Capital Investment Programme and carefully monitor its impact on tenants and our properties.
- ✓ We will continue to work towards improved energy efficient properties throughout the district, paying close attention to those properties without a gas supply.
- ✓ We will use the findings of our rural housing needs assessments to better meet the needs of residents living in our smaller settlements and champion the need for Affordable Housing in these areas for the years to come.
- ✓ We will aim to complete stock condition surveys on 10% of our properties every year.
- ✓ We will use new IT provisions to better manage our repairs and Capital Investment Programme, matching funding bids to a planned programme of investment.
- ✓ We will publish a new Adaptation Strategy, detailing when we will and won't look to make adaptations to our properties.
- ✓ We will consider the implications of building, or partnering with the County Council, to provide additional supported accommodation within the district.

6. **Objective 2:** To provide a first-rate housing management service which makes the best use of our existing stock

What we have achieved so far:

- 6.1 We have appointed our first Housing Enforcement and Tenancy Fraud Officer, to ensure we are making the best use of our homes for the people in greatest need, and checking that the people living in them are legally entitled to do so.
- 6.2 We appointed our first Empty Homes Officer and in 2017, adopted North Yorkshire's Empty Homes Strategy 2017-2021. This shows that a considerable number of existing homes in the district lay empty and that bringing these privately-owned homes back onto the market will help to increase the range of homes available to our residents.
- 6.3 We introduced fixed-term flexible tenancies (generally for a five year period) in order to ensure that scarce housing stock is used to help those most in need. This provides opportunities to address under and over occupation for tenants, especially when considering the introduction of the Spare Room Subsidy in 2013. The Council will however continue to offer life-time tenancies to applicants moving into sheltered housing, those of state pensionable age or over, and applicants who are 'vulnerable.'
- 6.4 In 2016, the Council agreed and published a revised lettable standard for our homes to ensure a consistent level of repair is achieved in both our void properties and during planned works. This is due to be reviewed again shortly.

What we want to focus on next:

- 6.5 **Tenant participation:** We will continue our tenant participation work to actively engage with our tenants and leaseholders. This includes overseeing the Tenant Scrutiny Panel, the Repairs and Maintenance Group and our Resident Associations. Work will also continue, with input from the Tenant Participation Advisory Service (TPAS), to encourage greater up-take of our current offers and look to expand the range of engagement opportunities we offer. The introduction of an online 'tenant portal' for instance will improve the way we are able to connect with our tenants and leaseholders, increasing our digital offer to them. This will allow tenants to self-serve online by paying their rent, lodging repair requests



and tracking the progress of any works or actions. We will also be able to advertise any further engagement opportunities and ensure tenants are fully consulted on any important changes to the service they receive. There is also an acknowledgement that our Tenant Participation Strategy needs to be refreshed, forming part of the corresponding Action Plan.

- 6.6 **Repairs:** The Council aim to improve the time taken to respond to emergency repairs through ensuring lean, customer focussed processes that make best use of modern technology. The Council is due to implement its new housing



management IT system shortly, an element of which will signal to our Property Management Team when it may be more appropriate to deviate from repairs to planned work. This should reduce demand for responsive repairs and instead allow relevant staff to focus on delivering the Council's investment programme where more appropriate. Overall, this will reduce labour costs and lead to a

better standard of Council property. Our new IT system will also send reminders to our tenants in regards to repair appointments (using their preferred contact method) and automatically pair the right tradesman to the chosen repair. This will reduce staff administration time and the likelihood of missed appointments, altogether increasing the effectiveness and efficiency of our repairs service.

- 6.7 Linked to this, our tenants are also able to provide feedback on the time taken to complete repairs and their satisfaction with the service provided. This feedback comes in the form of an online survey, following poor returns from a similar paper version available previously. However, feedback still remains minimal, so included in our Action Plan is a task to consider different ways of trying to gather this feedback, working with our tenants and leaseholders to do so. This feedback is integral to shaping the repairs service for our residents, so all appropriate avenues will be considered. Part of this work will also include updating or introducing a number of smaller complimentary policies relating to Property and Tenant Services, including but not limited to: compensation, decanting, decoration allowances, recharges and property access. These policies will help clarify what tenants can expect from our housing service and increase overall transparency.

6.8 Redevelopment of garage sites: At last count, the Council owned and managed 371 garages, the largest collection being in Tadcaster (127), followed by 78 in Selby and 52 in Sherburn-In-Elmet. The rest are distributed throughout the district's smaller towns and settlements. 19% are currently used for storage or are not in management, 69% are let, and 12% are void. Notably, our average garage rent is much lower than the Council's property rental charge. Consequently, as development opportunities arise, it will be important to consider whether the Council should look to demolish some of its garage sites in order to develop more affordable housing, especially in areas of high demand (subject to individual site assessments and viability studies). The success of this has been evidenced at Riccall and Byram, for instance. We also propose to make use of car parks on garage sites where housing development is not suitable but the land does require reconfiguration or redevelopment.



6.9 Best practice fire safety and improved communal area management: In light of the Governments' recent focus on health and safety within the social housing sector, we want to improve the overall condition of our 260 communal areas, prioritising new capital funding to reviewing fire risk assessments and completing further improvement works. This will not only make these spaces safer, but also more appealing for the residents who live within them. This work is important considering the Government's recent Green Paper 'A New Deal for Social Housing' and its focus on improved fire safety following the Grenfell Tower tragedy in 2017. With an expectation that increased fire and safety precautions may soon be required, the Council has also decided to once again go beyond current requirements and fund the provision and replacement of carbon monoxide alarms in all our properties. This reduces the likelihood of any unplanned spend if safety legislation were to change in the near future, but also ensures that we are working to best practice guidelines and ensuring the safety of our residents now, as much as is practicable.

6.10 The Council is also in consideration as to whether service charges should be levied on tenants whose properties share communal areas, in order to improve their overall condition. This would require the Council to take over maintenance of these areas, but also remove this expectation from our tenants, ensuring all

blocks are kept to a safe and consistent standard. Affordability for our tenants would be a priority consideration, noting that cleaning and maintenance of communal areas is an 'eligible' service for Housing Benefit purposes. Subject to consultation and agreement, the Council would set reasonable and transparent service charges which reflect the service being provided to our tenants. Any additional staffing and Council resource would also have to be considered as part of this process. Consideration of service charges will therefore be included as part of the corresponding Action Plan.

6.11 Meeting local need: We will continue to monitor the use of our five year fixed-term flexible tenancies, initiated by the Council in 2016 with the first reviews due in 2021. This provides opportunity to address under and over occupation and make available scarce resources, in particular larger homes and those with major adaptations, to those in need on the waiting list. To further ensure homes remain available for local residents bidding for properties through North Yorkshire Home Choice, affordable housing newly built or acquired via a Section 106 planning agreement will normally be subject to a 'Local Lettings Initiative' which will mean they are initially prioritised for those in the local area. Allocation therefore focuses primarily on those who have local connection to said village and the surrounding area. Again, the ability to include perpetuity clauses within our Section 106 agreements ensures that affordable properties remain available for local people, even when the tenancy is re-allocated in future.

6.12 Section 106 funds and empty homes: The Council is focused on making the best use of available resources to increase housing stock in the district, and this includes drawing down Section 106 'commuted sums' collected from housing developers in lieu of on-site affordable housing provision. For example, the Council received Executive approval to submit a Programme of Growth bid to purchase and repair empty properties within the district, via a combination of Homes England grant and Section 106 commuted sums. In August 2018, the funding was granted for ten such properties at a rate of £39,000 per property (£390,000 total), which will directly increase the numbers of affordable housing available within the district. As many empty homes are situated in town centres, returning them to use will help revitalise our urban landscape and improve footfall in and around our high street.

6.13 Housing Enforcement: The Council will also review resources within the Housing Enforcement team and our legal department to ensure maximum effectiveness. The Council aim to prevent, deter and detect all types of tenancy fraud, which includes unlawful subletting, obtaining housing by deception and wrongly claimed succession. Since 2012, Selby District Council (in partnership with other North Yorkshire district authorities) has employed a corporate anti-

fraud team through Veritau. This team offers specialist support when the Council needs to investigate any fraud committed against us. This could be Council Tax, Non-domestic Rates, Disabled Badge, Benefit or Right to Buy fraud. Our Neighbourhood Officer team have also initiated 'Keeping in Touch' visits with our tenants, new and old, in order to increase dialogue with tenants and ensure our properties are being used as advised.

6.14 Housing Community Centres: The Council will complete a thorough review of its Community Centres throughout the district, via a partnership between our Member and Tenant Scrutiny Panels. This review will consider how the centres are currently used, when and by whom; and will also include an opportunity for tenants to tell us their views in regards to the centre's current usage. It will consider the best ways to move forward with each individual centre, to ensure they are reaching their earning potential and delivering the right services to their community.



Summary of actions going forward:

- ✓ We will continue our work on tenant participation and encourage take-up among our tenants and leaseholders, refreshing our Tenant Participation Strategy.
- ✓ We will use additional funding to improve the safety of our communal areas and work to best practice.
- ✓ We will complete an options appraisal for potential service charges.
- ✓ As opportunities arise, we will consider the option to demolish garage and surplus land to provide additional affordable housing.
- ✓ We will consider new and alternate ways to gather resident feedback on our repairs process, including publishing complimentary policies.
- ✓ We will implement Local Lettings Initiatives where required and follow best practice when negotiating Section 106 agreements.
- ✓ We will bring back into use unused and empty private rented accommodation as opportunities arise and continue to deliver our Empty Homes Strategy.
- ✓ We will review provisions in the Enforcement team to ensure maximum effectiveness in this department.
- ✓ We will complete a review of our housing community centres.

7. **Objective 3:** Deliver a financially sustainable service which demonstrates value for money and ensures that investment is targeted to Council priorities.

What we have achieved so far:

7.1 We have built the first new Council homes in the district for twenty five years at Byram, followed by a further development of Council properties at Eggborough, via the partnership between the Council and Housing Trust.



7.2 We have redeveloped a former Council garage site at Byram and delivered 13 new affordable family houses for local people, advertised via North Yorkshire Home Choice.

7.3 The Council has developed its own action plan following the North Yorkshire Empty Homes Strategy 2017-2021 which has meant that 24 empty homes were re-occupied in 2018/19.

What we want to focus on next:

7.4 **Further housing development:** Whilst there is an on-going need for the Council to balance the repayment of debt and additional investment in stock, there is also the potential for us to expand new build affordable housing. Whilst we recognise the importance of prudently balancing investment in existing current stock and housing management, versus increasing the supply of new affordable housing; the many benefits that new housing development brings to the district should be noted. In 2013, the Council established the Selby and District Housing Trust to help deliver additional affordable homes throughout the district. Building via the Trust allows us to provide retainable stock within the charitable social housing sector, supporting the ongoing sustainability of the HRA through shared overhead costs. Trust properties under Council management are also allocated via North Yorkshire Home Choice. The Trust does not have Registered Provider status, but is able to rent its properties at the 'Affordable Rent' rate (up to 80% of market value). In partnership with the Housing Trust, the Council plan to deliver 200 new affordable homes by 2020; with Selby's development plan focusing on three 'delivery pillars': direct development on Council owned sites, the acquisition and development of new sites and the acquisition of affordable homes constructed by other developers (subject to individual business cases).

- 7.5 **One-for-one replacement:** As a local authority housing provider, the Council must consider how it will try and meet, and potentially look to exceed, the Government's 'one-for-one' replacement objective in regards to the loss of Council stock via Right to Buy. The Council's 'Housing Development Strategy' (2013) for increasing the supply of affordable housing stock identified 9 mechanisms for achieving this:
- 1) New build schemes for rent or purchase (Section 106 opportunities, Rural Exception Sites, Council owned land e.g. garage sites).
 - 2) Other SDC owned buildings.
 - 3) Acquisition of other land/buildings available including on the open market.
 - 4) Buy backs (of previous Right to Buy Council properties).
 - 5) Acquisition/disposal of affordable units.
 - 6) Potential joint ventures.
 - 7) Remodeling of existing homes to meet changing need.
 - 8) Refurbishment of empty homes.
 - 9) Building under licence.

The Council is committed to the 'one-for-one' replacement policy, which on average would see us build or acquire 20 new properties a year. Economic conditions have thus far made this a challenging task - of the 103 properties lost between 2014/15-18/19, the Council was able to replace 50. However, recent changes in Government policy now provide the Council with additional opportunity to increase our housing provision. As advised, the Government recently withdrew the HRA borrowing cap and completed a consultation on the use of Right to Buy receipts; of which Selby supported the proposed amendments to extend time limits on spending receipts and the time allowed to return receipts without added interest, as well as increasing the building cost cap to 50%. Although local authorities currently await the outcome of this consultation, we have committed to both meet the one-for-one requirement and complete additional development to try and replace some of that stock already lost and not replaced. This will sustain the HRA into the future and provide additional affordable housing throughout the district for our residents.

- 7.6 **Affordable homes funding:** Following the Chancellor's Autumn Statement in 2016, the government reaffirmed its continued commitment to extending home ownership, including through the Shared Ownership and Affordable Housing Programme 2016-2021. This announced an additional £1.4 billion to deliver a further 40,000 affordable homes, as well as the availability of grants for Affordable Rent schemes. Following this, the Council successfully bid for, and received, a grant from Homes England for £468,000 to deliver 13 new homes in Byram, making up part of this one-for-one replacement requirement. With this in mind, the Council will aim to utilise appropriate forms of external funding when required to finance the development or acquisition of new affordable housing

throughout the district. Bids are subsequently expected to be submitted to Homes England for the next phase of the Council's development plans shortly.

7.7 **Housing need:** In the process of replacing our properties, the Council will always look to meet local housing need. This includes consideration of location, property type and tenure type. New build schemes could therefore include fully adapted bungalows, lifetime homes, flats and single person accommodation, as well as more traditional family housing. We will also continue to support a flexible approach to setting rent to ensure residents are provided genuinely affordable accommodation. This includes consideration of Social and Affordable Rent, up to 80% of market value. Decisions will be made in reference to local context and subject to individual business cases.

7.8 **Rent Standard:** Our Finance team calculate rents using Government formula and guidance, in accordance with approved policy. Whilst the Council has established practice in respect of rent setting for existing tenants, included in the corresponding Action Plan will be consideration to publish a 'Rent Policy,' which will detail how Selby District Council will calculate and charge rent for all HRA properties that we own and have a responsibility to manage and maintain. This new policy will provide a clear framework for the setting and reviewing of Selby's rent levels and will ensure that rents are affordable for our residents, whilst simultaneously raising sufficient funds to effectively manage and maintain our properties, deliver required housing services and also build new homes.

7.9 **Void times:** The Council is keen to reduce property void times to ensure that tenants are able to move into our properties as soon as possible and therefore generate a rental income. Once a property becomes vacant, it is handed to our Property Services Team to inspect for any maintenance works required before the property can be re-let. This team will visit each property and arrange for any repair works needed to bring a property up to a 'lettable standard,' meaning it will



be safe and secure, clean and in a good state of repair. Until recently, average property void time fluctuated very little and averaged 3.4 weeks between being re-let. However, 2017/18 saw an increase in void time to an average of 4.9 weeks and 7.1 weeks in 2018/19. Therefore, whilst the Council do have a number of void related strategies to help guide practice, we will develop a specific Void Management policy to tie these strategies together. This policy will

outline a cost efficient void management service, which will balance providing quality homes with achieving a sustainable lettings programme. The implementation of our new housing management IT system will also assist in this process, providing deadlines and prompts, and allocating work to named individuals. Monitoring and reducing void times will consequently be included within the corresponding Action Plan.

7.10 Procurement: The Council is currently in the process of re-procuring contracts in regards to repair and void works. This will ensure we continue to receive best value moving into the future.

7.11 Welfare Reform: Selby district became a Universal Credit ‘live’ area in May 2018, requiring us to closely monitor the implications for rent loss as we move away from direct payment of Housing Benefit to landlords, and instead see a monthly benefit being received directly by tenants, who are then expected to budget accordingly and use this to pay their rent. To date it is only new, single working-age individuals that are required to claim Universal Credit within the district, with claimant levels predicted to rise as the roll-out continues. Nationally, as of January 2019, there were 1.6 million people claiming Universal Credit across all tenures, compared to an expected total of around 7 million at full roll-out. Following recent announcements, the Government currently expect to complete full roll-out and transition of existing claims between 2019 and 2023; and there is an expectation that HRA arrears (bad debt) will increase. The Council will continue to monitor the impact of welfare reform on the HRA and work hard to maintain minimal rates of bad debt.

Summary of actions:

- ✓ The HRA will contribute towards achieving our corporate commitment to build 200 new homes by 2020.
- ✓ We will work to a Housing Development Plan which will try to meet, and look to exceed, the Government’s one-for-one replacement target on properties sold through Right to Buy.
- ✓ We will continue to make suitable funding bids where appropriate, having a direct hand in increasing the number of affordable houses in the district.
- ✓ We will consider publishing a new rent policy which corresponds to the Government’s Social Rent Standard and has affordability for local residents in mind.
- ✓ We will continue monitoring welfare reform policy and in particular Universal Credit, trying to mitigate risks wherever possible.
- ✓ We will make improvements to our void process by implementing a Voids Management Policy.

8. Our finances

Background

- 8.1 The Housing Revenue Account aims to provide the financial environment to support our landlord responsibilities over the short, medium and longer term; combined with strategic objectives for our housing service. The HRA is a 'ring-fenced' account which means that all the costs associated with maintaining our homes, financing improvement works, servicing debt and running the service, are met from the rental and other associated income generated from the houses and garages we let. We cannot use this income for any other Council services.
- 8.2 As noted in the foreword, the introduction of self-financing in 2012 resulted in the Council taking on central government debt of £57.7m, with the abolition of the previous subsidy system and annual payments into the national housing subsidy pool. The amount of debt taken on was calculated using a methodology that valued our stock over 30 years and aimed to leave the Council with a long term sustainable business plan which took on full responsibility for expenditure on the management and maintenance of our homes.
- 8.3 The Council follows Government formula and guidelines to set yearly rent amounts; and in July 2015 the Government announced that rents in social housing would be reduced by 1% a year for 4 years, resulting in a 12% reduction in average rents by 2020/21. This measure was forecast to save £1.4 billion nationally by its close, primarily in reduced Housing Benefit expenditure. For Selby, by 2019/20 (year 4 of this policy), rental income has reduced by an average of £120k p.a. However, the Government has now confirmed that from 2020/21, social housing landlords will be permitted to increase rents by up to Consumer Price Index (CPI) plus 1% for a minimum of five years.
- 8.4 The Council's business plan provides a 30 year financial forecast of income and expenditure based upon a range of key assumptions. The forecasts aim to support future service improvement and investment planning within the context of a sustainable financial model. Whilst there is an understanding that predictions are difficult to make in the current political and economic environment, we must try to ensure on-going sustainability of our housing service.
- 8.5 Best, worst and mid-case scenarios have been modelled, to enable the impacts of changes in assumptions to be understood. The mid-case scenario is our best estimate based on the latest intelligence available and accords with the assumptions contained within the Council's overarching Medium Term Financial

Strategy. It is this scenario that underpins this business plan and will be used to inform our short to medium term financial plans and annual budget.

Our financial outlook

- 8.6 A summary of income and expenditure for the HRA, including key assumptions, can be found in *Appendix C*. These key assumptions include factors such as interest rate levels, rent setting, void rates, bad debt and repair costs as well as right to buy sales and stock acquisitions. These will be kept under review to ensure the business plan remains robust in delivering the Council's priorities.
- 8.7 **Key Assumptions - Rent:** After allowing for Right to Buy sales, void properties and an element of bad debt, we estimate HRA rental income for 2019/20 to be £11.8m. Overall rental income to the HRA is £12.01m, which includes the addition of hostel and garage rent.
- 8.8 **Other Income:** Income from fees and charges and investment interest are estimated to total £233k in 2019/20.
- 8.9 **Running Costs:** Service running costs, including housing management and routine maintenance total £4.6m in 2019/20 and represent 39% of the income raised through rents. Our budget assumptions include recurring savings of £214k p.a. with effect from 2019/20 largely from efficiencies following the implementation of a new housing and asset management computer system.
- 8.10 **Debt Costs:** In 2019/20 interest charges total £2.4m (21%) although these are expected to reduce as some historic debt expires and is repaid in 2020/21. From 2021/22 interest charges are estimated to reduce to £1.8m p.a. Current self-financing borrowing is broadly spread equally over 30, 40 and 50 years. Assuming these loans run their natural course and no further borrowing is taken out; interest charges will reduce to £1.2m from 2042/43 - year 24 of this business plan. However, in the long term, interest charges are dependent upon plans for borrowing and repayment.
- 8.11 After allowing for service running costs, routine maintenance and interest charges, remaining rents are available to repay debt and invest in cyclical home improvements (kitchen and bathroom replacements, electrical rewires, heating system replacements etc.). Whilst it remains the Council's aspiration to repay self-financing debt over 30 years as it was when the debt was taken on, year on year reductions in rent levels over the last 4 years mean that there is now less funding available and consequently a careful balance between debt repayment and reinvestment is required to ensure a sustainable model into the future.

8.12 A summary of rental income and running costs for each of the three scenarios shows the following available resources for debt repayment and capital investment over the 30 year Business Plan:

Cumulative net rent available for debt repayment and capital investment	Total Over Business Plan Period £000
Mid-case	315,844
Best-case	437,221
Worst-case	237,573

8.13 **Borrowing:** HRA self-financing borrowing is made up of £7.5m historic debt and £50.2m new borrowing taken out in 2012. All borrowing is via fixed-rate 'interest only' loans and in accordance with the Council's Treasury Management Strategy. A breakdown of the loans is as follows:

Loan Value (£000)	Loan Rate (%)	Remaining Loan Term (as of 1st April 2019)	Maturity Date
6,500	8.785	1	22/05/2020
1,000	8.375	37	31/03/2056
16,793	3.50	23	28/03/2042
16,720	3.52	33	28/03/2052
16,720	3.48	43	28/03/2062
57,733	Total		

8.14 The business plan model assumes that borrowing is repaid at the earliest opportunity in order to demonstrate viability. In the last HRA Business Plan, it was advised that all loans would be repaid within a 30 year timeframe, whilst also acknowledging however that the Council would be able to review this plan regularly, balancing repayment of money borrowed with additional investment in the stock. This gives the Council greater flexibility in its longer-term planning than was possible under the previous subsidy system. In 2019/20, £1.26m has been set aside to cover future principal repayments. At this level it would take 39 years to set aside sufficient funds to repay existing borrowing.

8.15 To inform decisions on the amount to set aside to repay borrowing, again three scenarios have been considered. These scenarios along with their funding requirements are set out in the table below:

Minimum Revenue Provision (for repayment of debt) - Scenarios	Total Sum over Business Plan £000
30 years	49,413
30 to 40 years	46,371
30 to 50 years	35,723

Capital Investment

8.16 Investing in our existing stock is a key feature of this business plan; but as we have highlighted, setting aside sufficient sums to repay existing borrowing

commitments whilst earmarking sufficient funds to maintain the overall quality of our homes requires a careful balance.

8.17 We have invested significantly in our homes over the last business plan but our aging stock requires further investment to ensure a decent standard for our tenants going forward. A number of options have been modelled which achieve a decent (Option A) or a decent+ standard (Options B, C and D) within a variety of timescales and then a profile of standard lifecycle replacements for each element of work thereafter.

Scenarios (Mid-case)	Years 1-10 £000	Years 11-20 £000	Years 21-30 £000	Total £000
A Decent Homes over 15 years	51,841	60,418	56,778	169,037
B Decent Homes + over 30 years	46,656	47,922	63,711	158,289
C Decent Homes + over 15 years	55,592	61,925	54,399	171,916
D Decent Homes + over 10 years	73,194	41,187	54,399	168,780

8.18 Option C is considered to be the most achievable and sustainable option – it achieves a higher standard of home for our tenants and sees costs spread relatively evenly over the business plan period. Option D would achieve the decent homes ‘plus’ standard over a shorter timescale but the front loading of costs is not affordable over years 1-10 of the plan.

8.19 **Right to Buy:** The Government’s ‘Right to Buy’ scheme was reinvigorated in 2012, with the maximum discount increasing to £82,800.00. Then in 2014, the amount of qualifying years required by tenants was reduced from 5 to 3. This reinvigoration maintains and likely increases loss of Council housing stock, whilst the capital receipts retained from these sales provides only a small proportion of what would be required financially for the Council to replace these properties. Assumptions have therefore been made within our financial planning to take account of additional Right to Buy sales, expecting that the Council will lose approximately 20 properties a year through the scheme. The mid-case assumes that these properties are replaced on a 1 for 1 basis.

8.20 **Reserves:** As part of the budget setting process, the Council is required to review the adequacy of its reserves and this includes both the HRA Major Repairs and Unallocated HRA reserves. At present, 2018’s Major Repairs reserve stands at £8.18m and the Unallocated HRA reserve at £2.27m, totalling £10 million overall. This level is deemed adequate to provide financial resource for any unforeseen circumstances within the HRA which may require additional funds. The approved minimum balance for unallocated HRA reserves is currently £1.5m and therefore £0.8m is available for transfer to the Major Repairs Reserve.

Housing Development and Acquisition

- 8.21 This business plan assumes that any new build or stock acquisitions will be supported by a viable business case which will use retained Right to Buy receipts, external grant funding (where possible) and new borrowing to achieve a reasonable payback period (typically 30 to 40 years). It is assumed that any new stock will be entirely financed over their whole life from the rental income they bring.
- 8.22 As previously advised, November 2018 saw the HRA borrowing cap lifted for all English local authorities, bringing financial borrowing for Council homes in-line with all other local authority borrowing under prudential codes. Selby welcome the lifting of the borrowing cap to provide opportunity to increase direct development of, and continued investment in, social housing within the district; but in-line with the Council's Treasury Management Strategy, prudential codes will be followed and any additional borrowing only sanctioned when it is financially viable and sustainable to do so.
- 8.23 The mid-case scenario assumes that homes sold through Right to Buy are replaced on a one for one basis, which would mean new build or acquisition of 599 homes over the 30 year plan. Indicative modelling assumes a level of subsidy (e.g. capital receipts, Homes England grant and Section 106 commuted sums) with the remainder of the costs covered by borrowing (assuming a Loan to Value rate of 71%). For the purposes of demonstrating viability and sustainability, the associated revenue costs (principal and interest) would be £80m over the 30 year plan. It is stressed that these costs are indicative and fluctuations in the key assumptions such as interest rates, as well as the availability of subsidy sums, could have significant impact. Ultimately our development plans will be subject to ongoing review.
- 8.24 The Council's existing housing development and acquisitions programme is set out in the Council's capital programme which was approved in February 2019. Subject to land availability and ultimate Council approval, it is our intention to increase delivery over the business plan period in order to grow our stock numbers and increase the supply of affordable homes.

Our Financial Outlook going forward

- 8.25 Our financial forecast (*Appendix C*) shows that, based on key assumptions, there are sufficient resources over the next 30 years of the plan to: maintain a viable housing service, maintain and potentially increase the Decent Homes Standard, and carry out the necessary planned repairs to our housing stock. The profile of capital works may however be re-profiled over the course of the plan to meet specific requirements and if possible and prudent to do so, we will consider accelerating our Decent Homes 'plus' programme should resources

allow. Inflation may also rise or decrease, influencing the rent generated to meet our commitments.

8.26 In order to maintain a sustainable service for the medium term this business plan assumes debt is repaid to the original 30 year plan and we work towards a decent Homes 'Plus' standard over a 15 year period. Over the whole business plan period that would see loan principle of £50m set aside and based on our mid-case assumptions, investment in improvements in the standard of our homes of circa £170m.

8.27 The mid-case scenario estimates resources of £316m will be available over the next 30 years, which will be sufficient to provide for: debt repayment; investment to achieve Decent Homes 'plus' standard over the next 15 years; and 1 for 1 replacement of homes sold through right-to buy. Subject to future cash flows, economic conditions and government policies etc. there may be opportunity to accelerate investment in the future and this will be kept under review as the business plan is refreshed.

Mid-Case Scenario: 30 Year Totals	£000's	
Cumulative net rent available for debt repayment and capital investment	324,789	Assumes 1-4-1 replacement of RTB sales
Self-Financing Debt repayment	49,413	
Major repairs	174,211	Decent Homes + Over 15 years
Servicing new borrowing for developments/acquisitions	80,238	Principle and Interest assuming 1-4-1 replacement of RTB sales
Total	303,862	
Indicative headroom over the 30 year plan	20,927	Average £698k p.a.

8.28 The mid-case scenario shows that there is capacity to repay self-financing debt over the 30 plan, meaning that in the future if circumstances were such that it was favourable to repay the debt, there would be a sharp rise in the funds available to invest in our homes. The decision to repay debt will be taken in light of economic conditions and the needs of the services at that time and as part of the Council's overall treasury management requirements.

8.29 Of course the balance between repaying our debt, versus maintain and/or extending our housing stock, will be an on-going feature of the HRA business plan and will require careful consideration as the impacts of emerging policy and practice are felt. That said, the ability to invest in our housing stock over the life of this plan will continue to improve the quality of the homes we provide; with spending focused on those things which will have the greatest impact on achieving the Council's objectives, whilst improving the quality of life for our tenants.

9. Consultation

- 9.1 **First Steps (September 2018):** An initial on-line consultation of tenant's views on our housing service was undertaken as part of the business plan. This encouraged tenant and leaseholder participation at the earliest opportunity and ensured their feedback was central to the proposed new initiatives found throughout the business plan.
- 9.2 **Round table and Scrutiny (January/February 2019):** Before finalising a draft plan, a roundtable event was offered to all Council tenants and leaseholders wanting to attend, which took place at the Council's Civic Centre in Selby on 31st January 2019. This roundtable allowed for a free exchange of ideas between housing staff, tenants and leaseholders; and garnered responses to various proposed ideas and themes that would be proposed as part of the HRA draft plan. In order to maximise tenant engagement, drop-in sessions were also held at our Sherburn-In-Elmet, South Milford and Tadcaster Community Centres to allow as many tenants and leaseholders as possible the opportunity to share their experiences and provide feedback:

Tenants stated that our properties were of a decent standard but with room for improvement. They said that if the Council don't provide quality products and do work to a high standard, then tenants won't look after their properties.

Tenants felt we didn't know enough about our properties and that we don't inspect them regularly. They mentioned gardens, fencing and roofing as particular issues.

Tenants wanted better communication to meet people's needs, including updates on outstanding repairs and signing off a repair when it had been completed.

Tenants felt we should build more family sized homes as well as one bedroom properties for single professionals and couples, who live in the local area.

Tenants were concerned about energy efficiency and stated that we should be more forward thinking when it comes to alternative energy sources. They understood this would be expensive initially, but thought in the end, it would benefit both the Council and tenants alike.

Tenants felt that older properties with long term tenants get left behind, resulting in the condition of their properties growing increasingly poor. This means that more work and money has to be spent on them when access is finally achieved.

9.3 **Wider engagement and on-line consultation ():**

9.4 **Taking on board feedback and final amendments ():**

10. Summary and Conclusion

- 10.1 Self-financing has resulted in the Council having much greater control over its housing business in general. It gives us an opportunity to invest and increase our housing stock to better meet our resident's needs both now and in the future. It also allows us to consider how we want to improve our current housing stock and improve the service we offer our tenants. However, it is important to acknowledge that this business plan comes at a time of considerable and somewhat frequent policy changes and we must have regard to risks including rental incomes, changing populations and increased vulnerabilities and needs of our tenants.
- 10.2 Our investment programme is set against a robust framework and supported by a solid financial plan. An increase in potential funding and the potential increase of rental yield enables the Council to better meet the housing needs of those living in the Selby district.
- 10.3 There is an acknowledgement that this plan is more than a refresh of our previous HRA business plan 2012-2015. Because of this, and due to the ambitious nature of the work we are expecting to complete, the corresponding HRA Action Plan contains a considerable amount of planned actions and works. It is hoped that this Action Plan, along with the business plan in general, will become a 'live' document which we can update regularly with any changes in policy and will list our successes as we achieve our aims for the next 30 years.

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Appendix A of Executive Report: HRA Business Plan Action Plan 2019 – 2025

Task No.	What will we do?	When will we do it by?	Responsible Officer?	What does success look like?
1	We will implement our proposed Capital Investment Programme and carefully monitor its impact on tenants and our properties.	Ongoing	Property & Commercial Services Manager Housing & Environmental Health Service Manager	The programme will be running throughout the district with tenants seeing visible improvements in their properties.
2	We will utilise the additional funding bids for energy efficiency, using example 'off-gas' properties to evidence viability.	2019-2021	Property & Commercial Services Manager Property Management Team Leader	More energy efficient homes with working examples of alternative energy sources in our 'off-gas' properties to illustrate viability for future funding bids.
3	Continue reviewing our rural needs housing provision.	Ongoing	Rural Housing Enabler	Housing needs surveys continue to be routinely completed and rural exception sites are permitted for development.
4	Complete stock condition surveys on 10% of our stock every year.	Ongoing	Property & Commercial Services Manager	An informed and detailed database will be produced to inform our planned repairs and investment programme.
5	Once available, we will use our new IT provisions to better manage our Asset repairs and capital investment programme.	Ongoing	Property & Commercial Services Manager Property Improvement Team Leader	Staff will be confident with the new IT provisions and funding bids will be part of a wider planned programme of investment.
6	Write and implement a Council Adaptation Policy.	2020	Housing Strategy Officer	The publishing of a policy which will clearly state the procedure for Council adaptation requests.
7	Review our supported housing provision and consider options to expand this.	2020	Housing & Environmental Health Service Manager Housing Strategy Officer	The review will be complete with any recommendations taken forward for further vetting and future bidding.
8	Continue trying to increase tenant participation and update our Tenant Participation Strategy.	Ongoing	Housing Strategy Officer Tenant Participation Officer	We will have a representative and increased number of residents engaging with us, and a new Tenant Participation Strategy.

9	Monitor the use of our flexible fixed-term tenancies as part of our wider Tenancy Policy.	Ongoing (first reviews 2021)	Housing Tenant Services Team Leader	Tenancy data will be monitored quarterly and any adaptations to the Tenancy Policy made as and when required.
10	Continue to monitor our county-wide Allocation Policy.	Ongoing	Housing Tenant Services Team Leader	Allocations data monitored and changes in policy agreed county-wide.
11	Use additional funding to improve safety of our communal areas and work to best-practice.	2019 - 2021	Property & Commercial Services Manager	Communal areas will be of a safe and decent standard, and these standards maintained.
12	As opportunities arise, consider demolishing garages/surplus land to provide additional affordable housing.	Ongoing	Head of Operational Services	Council owned garage sites will be utilised to their full potential, including using them for residential development.
13	Complete an options appraisal for the implementation of service charges for our tenants living in blocks.	2020	Housing Strategy Officer Housing & Environmental Health Service Manager	Options appraisal complete and if appropriate, project work to commence to consult our tenants and implement the preferred option.
14	Provide and/or replace carbon monoxide detectors to all relevant tenants.	2019 - 2021	Property & Commercial Services Manager	All relevant tenants will have working Carbon Monoxide alarms and funding will be secured to repair and replace these as required.
15	Consider new and alternate ways to gather resident feedback on our repairs process.	Ongoing	Housing Strategy Officer Property Improvement Team Leader	A new and effective feedback tool will have been decided on and the process of collecting feedback started.
16	Ensure Local Lettings Initiatives are implemented for relevant new build schemes allocated via North Yorkshire Home Choice.	Ongoing	Housing Tenant Services Team Leader	All relevant properties will include a Local Lettings Initiative to ensure local connection is a key consideration in allocating properties throughout the district.
17	Ensure that Section 106 money is drawn down and made best use of to either develop or acquire new affordable housing in the district.	Ongoing	Head of Operational Services	Section 106 funds will be utilised to their maximum and will help to fund the development and acquisition of new affordable housing within the district.

18	Increase the amount of empty homes we are able to bringing back into use.	Ongoing	Empty Homes Officer	More empty homes in the district will be brought back into use for our residents.
19	Review provisions in the Enforcement team to ensure maximum effectiveness.	2020	Head of Operational Services Housing & Environmental Health Service Manager	The Enforcement team will be adequately staffed and reaching its potential.
20	We will complete a thorough review of our housing Community Centres throughout the district.	2020	Housing & Environmental Health Service Manager	An appraisal will be completed and if required, project work to commence to consult our tenants and implement the preferred option.
21	The HRA will help towards achieving our corporate commitment to build 200 new homes by 2020.	2020	Head of Operational Services	200 new homes will be built in the district by 2020.
22	Try to meet, and look to exceed, the Government's one-for-one replacement target on properties sold through Right to Buy.	Ongoing	Head of Operational Services	Continued building of new affordable homes in the district, greater or in-line with properties sold through the Right to Buy initiative.
23	Implement a Void Management Strategy to reduce property void times	2020	Housing Strategy Officer Housing & Environmental Health Service Manager Property & Commercial Services Manager	Property void times will be reduced with less rental loss.
24	Bid for new funding available to help increase affordable housing or improve current housing stock.	Ongoing	Head of Operational Services	Funding bids will be placed as suitable opportunities arise.
25	Maintain the Government's new Social Rent setting guidance and consider writing a Rent Policy.	2020	Housing Strategy Officer	A local rent setting policy will be written and adhered to in regards to Social and Affordable Rent.

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**Appendix B of Executive Report: 3 Year Capital Investment
Programme 2019-2022**

The main focus of the Council’s investment programme is its relationship to the Decent Homes Standard. This is the minimum standard our homes should meet according to Government. For information, below is a summary of the current Decent Homes Standard (it is noted however that landlords are not expected to make a home decent if this goes against a tenant’s wishes, as work can be undertaken when the dwelling is next void). The standards expect that:

- The property is free from any hazard which may be a serious risk to your health and safety.
- The property is in a reasonable state of repair. For a property to fail, one or more of the ‘key building components’ (or two or more the more general building components) will, need replacing or major repair. The ‘key building components’ are:

External walls	Chimneys	Storage heaters
Roof structure and covering	Central heating system	Plumbing
Windows/doors	Gas fires	Electrics

- The property has reasonably modern facilities (note, a home without two of these conditions or fewer can still be classed as decent and a dwelling would not fail this criterion where it is impossible to make the required improvements to components for physical or planning reasons):
 - a kitchen which is 20 years old or less
 - a kitchen with adequate space and layout
 - a bathroom which is 30 years old or less
 - an appropriately located bathroom and WC
 - adequate external noise insulation
 - adequate size and layout of common entrance areas for blocks of flats
- It provides a reasonable degree of thermal comfort. For this, the primary heating system must have a distribution system sufficient to provide heat to two or more rooms of the home. Because of the differences in efficiency between gas/oil heating systems and other heating systems, the level of appropriate insulation differs.

Following the introduction of the Decent Homes Standard, a considerable amount of work was completed pre-2010 to ensure these standards were achieved throughout SDC properties. However, 55.2% of Selby’s properties had no work done (including a 3% refusal rate) and 44.8% of properties had work done, but this was either a kitchen or a bathroom, not both. Further investment campaigns have also been

limited in the years since, meaning there remains opportunity for improvement in regards to our overall property standards.

In 2018, Executive Members approved a significant increase in property investment from 2019, for a period of 3 years. The table below summarises the Council's Capital Investment Programme for this period. These plans are separated into four primary fields of investment, the first being those concerned with safety and securing legislative standards. We then move on to planned and/or cyclical works which will help to maintain these standards throughout the investment programme; and then works concerned with energy efficiency and making best use of our stock. Finally, we move on to new investment work which will move towards improvement of current stock standards. These bids directly link to our intention to improve tenancy sustainability, ensuring that our tenants do not move-on from our properties unnecessarily and reducing the likelihood of needless voids.

Area of works	Capital	2019/20	2020/21	2021/22	Total	Comments
Safety	Fire risk assessments	£100,000	£50,000	£0.00	£150,000	Essential Health and Safety work required by legislation.
	Works involving fire risk assessments	£0.00	£2,500	£10,000	£12,500	Works linked to above.
	Asbestos surveys	£120,000	£120,000	£120,000	£360,000	Essential Health and Safety work required by legislation.
	Works involving asbestos surveys	£10,000	£10,000	£10,000	30,000	Works linked with above.
	Electrical rewires	£240,000	£240,000	£240,000	£720,000	Existing approved budget (2021/22 assumes funding at same rate).
Planned and/or cyclical	Damp Surveys and works	£220,000	£220,000	£220,000	£660,000	Existing approved budget (2021/2022 assumes funding at same rate).
	Door replacements	£197,600	£197,600	£197,600	£592,800	Replacement bid based on 5% of properties p.a.
	Window replacements	£453,300	£453,300	£453,300	£1,359,900	Replacement bid based on 5% of properties p.a.
	Kitchen Replacements	£180,000	£180,000	£180,000	£540,000	Replacement bid based on 2% of properties p.a.
	Bathroom Replacements	£180,000	£180,000	£180,000	£540,000	Replacement bid based on 2% of properties p.a.
	Void Property Repairs	£145,000	£145,000	£145,000	£435,000	Existing approved budget (2021/2022 assumes continued funding at same rate).
	Fencing and Gates	£40,000	£40,000	£40,000	£120,000	Existing approved budget (2021/2022 assumes funding at same rate).
	Pointing Works	£300,000	£300,000	£300,000	£900,000	Existing approved budget (2021/2022 assumes funding at same rate).
	Community Centre Refurbishment	£48,000	£30,000	£0.00	£78,000	Existing approved budget.
	Sheltered homes Adaption	£165,000	£150,000	£0.00	£315,000	Existing approved budget.
Energy Efficiency	Central heating - gas	£470,000	£470,000	£470,000	£1,410,000	Existing approved budget (2021/22 assumes funding at same rate).

	Central heating – solid fuel	£75,000	£75,000	£75,000	£225,000	Existing approved budget (2021/22 assumes funding at same rate). This budget is to fund the cost of replacing redundant solid fuel heating systems.
	Roof Replacements	£400,000	£0.00	£0.00	£400,000	Existing approved budget.
	Energy efficiency programme - pilot	£150,000	£0.00	£0.00	£150,000	New bid linked to sustainable tenancies. Estimated costs for pilot programme of switching 12 to 15 properties from solid fuel/electric only heating to energy efficient air source heat pump systems. Programme would look to upgrade other energy efficiency measures at the same time to maximise benefits e.g. doors, windows, cavity wall insulation etc.
Investment	CO detection installation programme	£226,600	£0.00	£0.00	£226,600	New bid for installation of mains powered CO detection (assumes 75% of properties require new installation) to deliver best practice level of detection across property portfolio.
	CO detection replacement programme	£0.00	£37,800	£37,800	£75,600	New bid for installation of replacement mains powered CO detection (assumes 25% of properties with existing installation require replacement) to deliver best practice detection across property portfolio.
	Communal area refurbishment programme	£230,000	£230,000	£230,000	£690,000	New bid links to sustainable tenancies and covers estimated costs for refurbishing communal entrances and staircases of our domestic blocks. Estimated costs are based on completing 10% of our blocks p.a.
	Empty Homes Programme	£700,000	£700,000	-	£1,400,000	Existing approved budget.
	Footpath Repairs	£172,500	£172,500	£172,500	£517,500	New bid for refurbishment of Council owned footpaths across the district. Bid based on replacing circa 1,500m p.a.
	Estate Enhancements	£100,000	£0.00	£0.00	£100,000	Existing approved budget.
	St Wilfrid's Court refurbishment	£100,000	£0.00	£0.00	£100,000	Existing approved budget.
	New build projects	£2,280,000	-	-	£2,280,000	Existing approved budget.
	Sewage pumping station replacement programme	£120,000	£120,000	£120,000	£360,000	New bid as many sewage pumping stations are reaching the end of their lifecycle and are in need of

						replacement. Aimed at replacing 2 stations p.a.
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Appendix C of Executive Report

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based on 30 Year MRP - Original Budget)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	← Medium Term Financial Plan →														
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Mid Case Scenario															
KEY ASSUMPTIONS															
Inflation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Sales	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Estimated New Build	19	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Rent Increase CPI + 1%	-1.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Dwellings (Mid Year Average)	3,045	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044
Average Rent - Rent Restructuring	82.43	84.90	87.45	90.07	92.77	95.56	98.42	101.38	104.42	107.55	110.78	114.10	117.52	121.05	124.68
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,045,611	-12,404,941	-12,777,090	-13,160,402	-13,555,214	-13,961,871	-14,380,727	-14,812,149	-15,256,513	-15,714,208	-16,185,635	-16,671,204	-17,171,340	-17,686,480	-18,217,074
Void loss	-240,912	-248,099	-255,542	-263,208	-271,104	-279,237	-287,615	-296,243	-305,130	-314,284	-323,713	-333,424	-343,427	-353,730	-364,341
Provision for Bad & Doubtful Debts	-259,703	-267,451	-275,474	-283,738	-292,250	-301,018	-310,048	-319,350	-328,930	-338,798	-348,962	-359,431	-370,214	-381,321	-392,760
Net Rent Income	-11,544,995	-11,889,392	-12,246,074	-12,613,456	-12,991,859	-13,381,615	-13,783,064	-14,196,556	-14,622,452	-15,061,126	-15,512,960	-15,978,348	-16,457,699	-16,951,430	-17,459,973
% Increase in Rent	-1.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
REVENUE FINANCING															
Dwellings Rents	- 11,544,995	- 11,889,392	- 12,246,074	- 12,613,456	- 12,991,859	- 13,381,615	- 13,783,064	- 14,196,556	- 14,622,452	- 15,061,126	- 15,512,960	- 15,978,348	- 16,457,699	- 16,951,430	- 17,459,973
Garage Rents	- 102,591	- 104,643	- 106,736	- 108,871	- 111,048	- 113,269	- 115,534	- 117,845	- 120,202	- 122,606	- 125,058	- 127,559	- 130,111	- 132,713	- 135,367
Total Resources (£)	- 11,647,586	- 11,994,035	- 12,352,810	- 12,722,327	- 13,102,908	- 13,494,884	- 13,898,598	- 14,314,401	- 14,742,654	- 15,183,732	- 15,638,018	- 16,105,908	- 16,587,809	- 17,084,143	- 17,595,340
REVENUE BUDGET															
Operational Services	1,824,651	1,960,653	2,000,226	2,040,231	2,081,035	2,122,656	2,165,109	2,208,411	2,252,579	2,297,631	2,343,584	2,390,455	2,438,264	2,487,030	2,536,770
Commissioning Contracts & Procurement	108,720	112,070	115,530	117,841	120,197	122,601	125,053	127,554	130,106	132,708	135,362	138,069	140,830	143,647	146,520
Contingency	75,000	75,000	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874	89,632	91,425	93,253	95,118
CEC Recharge from General Fund	2,775,200	2,616,704	2,673,318	2,726,784	2,781,320	2,836,946	2,893,685	2,951,559	3,010,590	3,070,802	3,132,218	3,194,862	3,258,760	3,323,935	3,390,414
Savings Target	- 214,000														
Debt Management Costs	6,000	6,000	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171	7,314	7,460	7,609
Investment Interest - Notional Sum	- 135,000	- 135,000	- 135,000	- 137,025	- 139,423	- 142,211	- 145,411	- 149,046	- 152,773	- 156,592	- 160,507	- 164,519	- 168,632	- 172,848	- 177,169
Repayment of HRA Reform Loan (Interest)	2,378,430	1,889,387	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	6,869,001	6,574,814	6,626,979	6,722,355	6,819,307	6,917,855	7,018,019	7,119,814	7,223,627	7,329,497	7,437,466	7,547,575	7,659,866	7,774,382	7,891,167
Net Service Surplus / Deficit before contribution to MRR & CAA	-4,778,585	-5,419,221	-5,725,831	-5,999,971	-6,283,601	-6,577,029	-6,880,580	-7,194,587	-7,519,028	-7,854,235	-8,200,552	-8,558,333	-8,927,944	-9,309,761	-9,704,173
Voluntary MRP for Self-Financing Debt	1,260,000	1,260,000	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	149,780	231,726	315,310	400,567	487,528	576,229	666,703	758,987	853,117	949,129	1,047,062	1,146,953	1,248,842	1,352,769	1,458,775
Assumed HDP Interest	111,247	166,807	223,477	281,281	340,240	400,379	461,721	524,290	588,110	653,206	719,605	787,331	856,412	926,874	998,746
Net Resources Transferred to Major repairs Reserve	- 3,257,557	- 3,760,689	- 3,927,043	- 3,036,474	- 3,174,182	- 3,318,771	- 3,470,505	- 3,629,660	- 3,796,151	- 3,970,249	- 4,152,235	- 4,342,399	- 4,541,040	- 4,748,468	- 4,965,002
Major Repairs Reserve															
Opening Balance	- 8,177,969	- 5,537,621	- 3,822,137	- 2,381,625	- 248,258	1,840,330	3,912,031	6,907,327	9,131,113	11,313,128	13,601,144	16,150,900	20,843,476	23,353,514	26,313,980
Transfers	- 766,697														
Revenue Contributions	- 3,257,557	- 3,760,689	- 3,927,043	- 3,036,474	- 3,174,182	- 3,318,771	- 3,470,505	- 3,629,660	- 3,796,151	- 3,970,249	- 4,152,235	- 4,342,399	- 4,541,040	- 4,748,468	- 4,965,002
Assumed Capital Programme	6,664,602	5,476,173	5,367,555	5,169,841	5,262,771	5,390,472	6,465,801	5,853,446	5,978,165	6,258,266	6,701,991	9,034,975	7,051,078	7,708,934	7,407,008
Closing Balance	-5,537,621	-3,822,137	-2,381,625	-248,258	1,840,330	3,912,031	6,907,327	9,131,113	11,313,128	13,601,144	16,150,900	20,843,476	23,353,514	26,313,980	28,755,987
CFR/Cashflow															
Opening Balance	- 8,319,960	- 9,729,740	- 4,721,466	- 6,296,776	- 8,978,993	- 11,748,171	- 14,606,049	- 17,554,402	- 20,595,040	- 23,729,807	- 26,960,586	- 30,289,298	- 33,717,902	- 37,248,394	- 40,882,813
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	- 1,409,780	- 1,491,726	- 1,575,310	- 2,682,217	- 2,769,178	- 2,857,879	- 2,948,353	- 3,040,637	- 3,134,767	- 3,230,779	- 3,328,712	- 3,428,603	- 3,530,492	- 3,634,419	- 3,740,425
Less Debt Repaid		6,500,000													
Closing Balance	- 9,729,740	- 4,721,466	- 6,296,776	- 8,978,993	- 11,748,171	- 14,606,049	- 17,554,402	- 20,595,040	- 23,729,807	- 26,960,586	- 30,289,298	- 33,717,902	- 37,248,394	- 40,882,813	- 44,623,238
Net Cashflow	-15,267,362	-8,543,603	-8,678,402	-9,227,251	-9,907,841	-10,694,018	-10,647,075	-11,463,927	-12,416,679	-13,359,442	-14,138,399	-12,874,426	-13,894,880	-14,568,833	-15,867,252

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based on 30 Year MRP - Original Budget)

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Mid Case Scenario															
	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49
KEY ASSUMPTIONS															
Inflation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Sales	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Estimated New Build	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Rent Increase CPI + 1%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Dwellings (Mid Year Average)	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044
Average Rent - Rent Restructuring	128.42	132.27	136.24	140.33	144.54	148.87	153.34	157.94	162.68	167.56	172.58	177.76	183.10	188.59	194.25
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-18,763,587	-19,326,494	-19,906,289	-20,503,478	-21,118,582	-21,752,140	-22,404,704	-23,076,845	-23,769,150	-24,482,225	-25,216,691	-25,973,192	-26,752,388	-27,554,960	-28,381,608
Void loss	-375,272	-386,530	-398,126	-410,070	-422,372	-435,043	-448,094	-461,537	-475,383	-489,644	-504,334	-519,464	-535,048	-551,099	-567,632
Provision for Bad & Doubtful Debts	-404,543	-416,679	-429,180	-442,055	-455,317	-468,976	-483,045	-497,537	-512,463	-527,837	-543,672	-559,982	-576,781	-594,085	-611,907
Net Rent Income	-17,983,772	-18,523,285	-19,078,984	-19,651,353	-20,240,894	-20,848,121	-21,473,564	-22,117,771	-22,781,304	-23,464,743	-24,168,686	-24,893,746	-25,640,559	-26,409,775	-27,202,069
% Increase in Rent	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
REVENUE FINANCING															
Dwellings Rents	- 17,983,772	- 18,523,285	- 19,078,984	- 19,651,353	- 20,240,894	- 20,848,121	- 21,473,564	- 22,117,771	- 22,781,304	- 23,464,743	- 24,168,686	- 24,893,746	- 25,640,559	- 26,409,775	- 27,202,069
Garage Rents	- 138,074	- 140,836	- 143,653	- 146,526	- 149,456	- 152,445	- 155,494	- 158,604	- 161,776	- 165,012	- 168,312	- 171,678	- 175,112	- 178,614	- 182,186
Total Resources (£)	- 18,121,846	- 18,664,121	- 19,222,636	- 19,797,879	- 20,390,350	- 21,000,566	- 21,629,058	- 22,276,375	- 22,943,080	- 23,629,755	- 24,336,998	- 25,065,424	- 25,815,670	- 26,588,389	- 27,384,255
REVENUE BUDGET															
Operational Services	2,587,506	2,639,256	2,692,041	2,745,882	2,800,799	2,856,815	2,913,952	2,972,231	3,031,675	3,092,309	3,154,155	3,217,238	3,281,583	3,347,214	3,414,159
Commissioning Contracts & Procurement	149,450	152,439	155,488	158,598	161,770	165,005	168,305	171,672	175,105	178,607	182,179	185,823	189,539	193,330	197,197
Contingency	97,020	98,961	100,940	102,959	105,018	107,118	109,261	111,446	113,675	115,948	118,267	120,633	123,045	125,506	128,016
CEC Recharge from General Fund Savings Target	3,458,222	3,527,386	3,597,934	3,669,893	3,743,291	3,818,156	3,894,520	3,972,410	4,051,858	4,132,895	4,215,553	4,299,864	4,385,862	4,473,579	4,563,050
Debt Management Costs	7,762	7,917	8,075	8,237	8,401	8,569	8,741	8,916	9,094	9,276	9,461	9,651	9,844	10,041	10,241
Investment Interest - Notional Sum	- 181,599	- 186,139	- 190,792	- 195,562	- 200,451	- 205,462	- 210,599	- 215,864	- 221,260	- 226,792	- 232,462	- 238,273	- 244,230	- 250,336	- 256,594
Repayment of HRA Reform Loan (Interest)	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	8,010,266	8,131,726	8,255,591	8,381,911	8,510,733	8,642,108	8,776,084	8,912,715	9,051,297	9,191,934	9,333,625	9,477,376	9,623,197	9,771,098	9,921,079
Net Service Surplus / Deficit before contribution to MRR & CAA	-10,111,580	-10,532,395	-10,967,045	-11,415,968	-11,879,617	-12,358,458	-12,852,974	-13,363,660	-14,478,783	-15,023,362	-15,585,693	-16,166,339	-16,765,878	-17,384,905	-18,024,036
Voluntary MRP for Self-Financing Debt	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	0	0	0	0	0	0	0
Assumed Voluntary MRP for HDP	1,566,900	1,677,188	1,789,682	1,904,426	2,021,464	2,140,844	2,262,611	2,386,813	2,513,499	2,642,719	2,774,524	2,908,964	3,028,805	3,137,047	3,256,257
Assumed HDP Interest	1,072,055	1,146,830	1,223,101	1,300,897	1,380,249	1,461,189	1,543,747	1,627,956	1,713,849	1,801,460	1,890,824	1,981,974	2,060,944	2,130,157	2,207,885
Net Resources Transferred to Major repairs Reserve	- 5,190,975	- 5,426,727	- 5,672,612	- 5,928,995	- 6,196,253	- 6,474,776	- 6,764,967	- 7,067,242	- 10,251,435	- 10,579,182	- 10,920,346	- 11,275,401	- 11,676,128	- 12,117,701	- 12,559,893
Major Repairs Reserve															
Opening Balance	28,755,987	31,143,552	29,609,496	27,903,208	26,205,821	24,361,209	22,946,233	26,404,435	23,721,438	18,005,322	12,283,781	6,328,073	- 146,458	- 6,854,011	- 14,162,829
Transfers															
Revenue Contributions	- 5,190,975	- 5,426,727	- 5,672,612	- 5,928,995	- 6,196,253	- 6,474,776	- 6,764,967	- 7,067,242	- 10,251,435	- 10,579,182	- 10,920,346	- 11,275,401	- 11,676,128	- 12,117,701	- 12,559,893
Assumed Capital Programme	7,578,540	3,892,671	3,966,324	4,231,608	4,351,641	5,059,799	10,223,169	4,384,244	4,535,320	4,857,641	4,964,638	4,800,869	4,968,576	4,808,883	5,796,002
Closing Balance	31,143,552	29,609,496	27,903,208	26,205,821	24,361,209	22,946,233	26,404,435	23,721,438	18,005,322	12,283,781	6,328,073	-146,458	-6,854,011	-14,162,829	-20,926,720
CFR/Cashflow															
Opening Balance	- 44,623,238	- 48,471,788	- 52,430,627	- 56,501,959	- 60,688,035	- 64,991,149	- 69,413,643	- 73,957,904	- 61,833,367	- 64,346,866	- 66,989,585	- 69,764,109	- 72,673,073	- 75,701,878	- 78,838,925
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	- 3,848,550	- 3,958,838	- 4,071,332	- 4,186,076	- 4,303,114	- 4,422,494	- 4,544,261	- 4,668,463	- 2,513,499	- 2,642,719	- 2,774,524	- 2,908,964	- 3,028,805	- 3,137,047	- 3,256,257
Less Debt Repaid								16,793,000							
Closing Balance	- 48,471,788	- 52,430,627	- 56,501,959	- 60,688,035	- 64,991,149	- 69,413,643	- 73,957,904	- 61,833,367	- 64,346,866	- 66,989,585	- 69,764,109	- 72,673,073	- 75,701,878	- 78,838,925	- 82,095,182
Net Cashflow	-17,328,237	-22,821,131	-28,598,751	-34,482,214	-40,629,940	-46,467,410	-47,553,468	-38,111,929	-46,341,544	-54,705,804	-63,436,035	-72,819,531	-82,555,889	-93,001,754	-103,021,902

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based on 30 Year MRP - Original Budget)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	← Medium Term Financial Plan →														
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Best Case Scenario															
KEY ASSUMPTIONS															
Inflation	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Estimated Sales	-20	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15
Estimated New Build	19	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Rent Increase CPI + 1%	-1.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Number of Dwellings (Mid Year Average)	3,045	3,057	3,082	3,107	3,132	3,157	3,182	3,207	3,232	3,257	3,282	3,307	3,332	3,357	3,382
Average Rent - Rent Restructuring	82.43	85.31	88.30	91.39	94.59	97.90	101.32	104.87	108.54	112.34	116.27	120.34	124.55	128.91	133.42
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,045,611	-12,516,347	-13,060,377	-13,627,157	-14,217,612	-14,832,706	-15,473,440	-16,140,855	-16,836,034	-17,560,103	-18,314,233	-19,099,641	-19,917,593	-20,769,404	-21,656,443
Void loss	-240,912	-187,745	-195,906	-204,407	-213,264	-222,491	-232,102	-242,113	-252,541	-263,402	-274,714	-286,495	-298,764	-311,541	-324,847
Provision for Bad & Doubtful Debts	-259,703	-209,586	-218,696	-228,187	-238,074	-248,374	-259,103	-270,279	-281,919	-294,044	-306,672	-319,823	-333,520	-347,784	-362,637
Net Rent Income	-11,544,995	-12,119,015	-12,645,775	-13,194,563	-13,766,274	-14,361,841	-14,982,235	-15,628,463	-16,301,574	-17,002,658	-17,732,848	-18,493,323	-19,285,309	-20,110,079	-20,968,959
% Increase in Rent	-1.00	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
REVENUE FINANCING															
Dwellings Rents	-11,544,995	-12,119,015	-12,645,775	-13,194,563	-13,766,274	-14,361,841	-14,982,235	-15,628,463	-16,301,574	-17,002,658	-17,732,848	-18,493,323	-19,285,309	-20,110,079	-20,968,959
Garage Rents	-102,591	-105,156	-107,785	-110,480	-113,242	-116,073	-118,974	-121,949	-124,998	-128,122	-131,326	-134,609	-137,974	-141,423	-144,959
Total Resources (£)	-11,647,586	-12,224,171	-12,753,560	-13,305,042	-13,879,515	-14,477,914	-15,101,210	-15,750,412	-16,426,572	-17,130,780	-17,864,174	-18,627,932	-19,423,283	-20,251,503	-21,113,918
REVENUE BUDGET															
Operational Services	1,824,651	1,961,186	2,001,275	2,051,307	2,102,590	2,155,154	2,209,033	2,264,259	2,320,865	2,378,887	2,438,359	2,499,318	2,561,801	2,625,846	2,691,492
Commissioning Contracts & Procurement	108,720	112,070	115,530	118,418	121,379	124,413	127,524	130,712	133,979	137,329	140,762	144,281	147,888	151,585	155,375
Contingency	75,000	75,000	75,000	76,875	78,797	80,767	82,786	84,856	86,977	89,151	91,380	93,665	96,006	98,406	100,867
CEC Recharge from General Fund	2,775,200	2,616,704	2,673,318	2,740,151	2,808,655	2,878,871	2,950,843	3,024,614	3,100,229	3,177,735	3,257,178	3,338,608	3,422,073	3,507,625	3,595,316
Savings Target	-214,000														
Debt Management Costs	6,000	6,000	6,000	6,150	6,304	6,461	6,623	6,788	6,958	7,132	7,310	7,493	7,681	7,873	8,069
Investment Interest - Notional Sum	-135,000	-135,000	-135,000	-137,025	-139,423	-142,211	-145,411	-149,046	-153,145	-157,740	-162,472	-167,346	-172,366	-177,537	-182,863
Repayment of HRA Reform Loan (Interest)	2,378,430	1,889,387	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	6,869,001	6,575,347	6,628,028	6,747,781	6,870,206	6,995,360	7,123,302	7,254,087	7,387,769	7,524,400	7,664,424	7,807,924	7,954,988	8,105,703	8,260,160
Net Service Surplus / Deficit before contribution to MRR & CAA	-4,778,585	-5,648,824	-6,125,532	-6,557,261	-7,009,310	-7,482,554	-7,977,908	-8,496,325	-9,038,803	-9,606,380	-10,199,750	-10,820,008	-11,468,295	-12,145,799	-12,853,758
Voluntary MRP for Self-Financing Debt	1,260,000	1,260,000	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	149,780	313,671	480,841	651,353	825,276	1,002,677	1,183,626	1,368,194	1,556,454	1,748,479	1,944,344	2,144,127	2,347,905	2,555,759	2,767,769
Assumed HDP Interest	111,247	222,366	335,706	451,314	569,233	689,511	812,195	937,332	1,064,972	1,195,165	1,327,962	1,463,414	1,601,576	1,742,501	1,886,244
Net Resources Transferred to Major repairs Reserve	-3,257,557	-3,852,787	-4,048,985	-3,172,944	-3,333,151	-3,508,715	-3,700,436	-3,909,148	-4,135,726	-4,381,087	-4,645,794	-4,930,817	-5,237,164	-5,565,890	-5,918,094
Major Repairs Reserve															
Opening Balance	-8,177,969	-5,537,621	-2,034,484	1,255,857	5,315,227	9,404,052	13,544,612	18,724,742	23,154,364	27,595,004	32,198,759	37,099,129	37,175,768	34,712,727	32,567,811
Transfers	-766,697														
Revenue Contributions	-3,257,557	-3,852,787	-4,048,985	-3,172,944	-3,333,151	-3,508,715	-3,700,436	-3,909,148	-4,135,726	-4,381,087	-4,645,794	-4,930,817	-5,237,164	-5,565,890	-5,918,094
Assumed Capital Programme	6,664,602	7,355,924	7,339,327	7,232,314	7,421,975	7,649,275	8,880,567	8,338,771	8,576,366	8,984,842	9,546,164	5,007,456	2,774,123	3,420,974	3,001,065
Closing Balance	-5,537,621	-2,034,484	1,255,857	5,315,227	9,404,052	13,544,612	18,724,742	23,154,364	27,595,004	32,198,759	37,099,129	37,175,768	34,712,727	32,567,811	29,650,782
CFR/Cashflow															
Opening Balance	-8,319,960	-9,729,740	-4,803,412	-6,544,252	-9,477,255	-12,584,181	-15,868,508	-19,333,784	-22,983,628	-26,821,732	-30,851,861	-35,077,855	-39,503,632	-44,133,186	-48,970,595
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	-1,409,780	-1,573,671	-1,740,841	-2,933,003	-3,106,926	-3,284,327	-3,465,276	-3,649,844	-3,838,104	-4,030,129	-4,225,994	-4,425,777	-4,629,555	-4,837,409	-5,049,419
Less Debt Repaid		6,500,000													
Closing Balance	-9,729,740	-4,803,412	-6,544,252	-9,477,255	-12,584,181	-15,868,508	-19,333,784	-22,983,628	-26,821,732	-30,851,861	-35,077,855	-39,503,632	-44,133,186	-48,970,595	-54,020,014
Net Cashflow	-15,267,362	-6,837,896	-5,288,395	-4,162,028	-3,180,129	-2,323,896	-609,042	170,736	773,271	1,346,898	2,021,274	-2,327,864	-9,420,460	-16,402,784	-24,369,233

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based on 30)

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Best Case Scenario															
KEY ASSUMPTIONS	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49
Inflation	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Estimated Sales	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15
Estimated New Build	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Rent Increase CPI + 1%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Number of Dwellings (Mid Year Average)	3,407	3,432	3,457	3,482	3,507	3,532	3,557	3,582	3,607	3,632	3,657	3,682	3,707	3,732	3,757
Average Rent - Rent Restructuring	138.09	142.93	147.93	153.11	158.47	164.01	169.75	175.69	181.84	188.21	194.80	201.61	208.67	215.97	223.53
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-22,580,132	-23,541,950	-24,543,435	-25,586,185	-26,671,862	-27,802,192	-28,978,974	-30,204,072	-31,479,427	-32,807,058	-34,189,060	-35,627,614	-37,124,985	-38,683,528	-40,305,691
Void loss	-338,702	-353,129	-368,152	-383,793	-400,078	-417,033	-434,685	-453,061	-472,191	-492,106	-512,836	-534,414	-556,875	-580,253	-604,585
Provision for Bad & Doubtful Debts	-378,104	-394,210	-410,980	-428,441	-446,620	-465,548	-485,253	-505,767	-527,123	-549,354	-572,496	-596,584	-621,658	-647,756	-674,919
Net Rent Income	-21,863,326	-22,794,611	-23,764,304	-24,773,951	-25,825,163	-26,919,612	-28,059,036	-29,245,243	-30,480,113	-31,765,598	-33,103,728	-34,496,615	-35,946,452	-37,455,520	-39,026,187
% Increase in Rent	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
REVENUE FINANCING															
Dwellings Rents	- 21,863,326	- 22,794,611	- 23,764,304	- 24,773,951	- 25,825,163	- 26,919,612	- 28,059,036	- 29,245,243	- 30,480,113	- 31,765,598	- 33,103,728	- 34,496,615	- 35,946,452	- 37,455,520	- 39,026,187
Garage Rents	- 148,583	- 152,297	- 156,105	- 160,007	- 164,008	- 168,108	- 172,310	- 176,618	- 181,034	- 185,560	- 190,199	- 194,953	- 199,827	- 204,823	- 209,944
Total Resources (£)	- 22,011,909	- 22,946,908	- 23,920,409	- 24,933,959	- 25,989,171	- 27,087,720	- 28,231,346	- 29,421,861	- 30,661,146	- 31,951,157	- 33,293,927	- 34,691,569	- 36,146,280	- 37,660,343	- 39,236,131
REVENUE BUDGET															
Operational Services	2,758,780	2,827,749	2,898,443	2,970,904	3,045,177	3,121,306	3,199,339	3,279,322	3,361,305	3,445,338	3,531,471	3,619,758	3,710,252	3,803,008	3,898,083
Commissioning Contracts & Procurement	159,259	163,241	167,322	171,505	175,793	180,187	184,692	189,309	194,042	198,893	203,865	208,962	214,186	219,541	225,029
Contingency	103,388	105,973	108,622	111,338	114,121	116,974	119,899	122,896	125,969	129,118	132,346	135,654	139,046	142,522	146,085
CEC Recharge from General Fund Savings Target	3,685,198	3,777,328	3,871,762	3,968,556	4,067,769	4,169,464	4,273,700	4,380,543	4,490,056	4,602,308	4,717,366	4,835,300	4,956,182	5,080,087	5,207,089
Debt Management Costs	8,271	8,478	8,690	8,907	9,130	9,358	9,592	9,832	10,077	10,329	10,588	10,852	11,124	11,402	11,687
Investment Interest - Notional Sum	- 188,349	- 194,000	- 199,820	- 205,814	- 211,989	- 218,348	- 224,899	- 231,646	- 238,595	- 245,753	- 253,126	- 260,719	- 268,541	- 276,597	- 284,895
Repayment of HRA Reform Loan (Interest)	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	8,418,453	8,580,674	8,746,924	8,917,300	9,091,906	9,270,846	9,454,228	9,642,161	9,247,005	9,444,383	9,646,660	9,853,957	10,066,399	10,284,112	10,507,228
Net Service Surplus / Deficit before contribution to MRR & CAA	-13,593,456	-14,366,234	-15,173,485	-16,016,659	-16,897,265	-17,816,874	-18,777,119	-19,779,700	-21,414,142	-22,506,774	-23,647,267	-24,837,612	-26,079,881	-27,376,231	-28,728,903
Voluntary MRP for Self-Financing Debt	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	0	0	0	0	0	0	0
Assumed Voluntary MRP for HDP	2,984,020	3,204,597	3,429,584	3,659,072	3,893,149	4,131,907	4,375,441	4,623,846	4,877,218	5,135,658	5,399,267	5,668,148	5,925,119	6,173,232	6,435,112
Assumed HDP Interest	2,032,862	2,182,413	2,334,955	2,490,547	2,649,251	2,811,130	2,976,246	3,144,664	3,316,450	3,491,673	3,670,400	3,852,701	4,024,645	4,188,691	4,363,148
Net Resources Transferred to Major repairs Reserve	- 6,294,923	- 6,697,574	- 7,127,296	- 7,585,390	- 8,073,215	- 8,592,187	- 9,143,782	- 9,729,541	- 13,220,473	- 13,879,443	- 14,577,600	- 15,316,763	- 16,130,118	- 17,014,308	- 17,930,642
Major Repairs Reserve															
Opening Balance	29,650,782	26,456,801	24,104,506	21,432,774	18,635,005	15,517,096	12,632,970	15,340,245	10,657,104	2,726,389	- 5,446,259	- 14,165,824	- 23,781,000	- 33,972,746	- 45,213,673
Transfers															
Revenue Contributions	- 6,294,923	- 6,697,574	- 7,127,296	- 7,585,390	- 8,073,215	- 8,592,187	- 9,143,782	- 9,729,541	- 13,220,473	- 13,879,443	- 14,577,600	- 15,316,763	- 16,130,118	- 17,014,308	- 17,930,642
Assumed Capital Programme	3,100,943	4,345,279	4,455,564	4,787,621	4,955,306	5,708,061	11,851,057	5,046,399	5,289,758	5,706,796	5,858,035	5,701,586	5,938,372	5,773,381	7,030,998
Closing Balance	26,456,801	24,104,506	21,432,774	18,635,005	15,517,096	12,632,970	15,340,245	10,657,104	2,726,389	-5,446,259	-14,165,824	-23,781,000	-33,972,746	-45,213,673	-56,113,317
CFR/Cashflow															
Opening Balance	- 54,020,014	- 59,285,685	- 64,771,932	- 70,483,166	- 76,423,887	- 82,598,686	- 89,012,243	- 95,669,335	- 85,781,830	- 90,659,049	- 95,794,707	- 101,193,974	- 106,862,122	- 112,787,241	- 118,960,473
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	- 5,265,670	- 5,486,247	- 5,711,234	- 5,940,722	- 6,174,799	- 6,413,557	- 6,657,091	- 6,905,496	- 4,877,218	- 5,135,658	- 5,399,267	- 5,668,148	- 5,925,119	- 6,173,232	- 6,435,112
Less Debt Repaid								16,793,000							
Closing Balance	- 59,285,685	- 64,771,932	- 70,483,166	- 76,423,887	- 82,598,686	- 89,012,243	- 95,669,335	- 85,781,830	- 90,659,049	- 95,794,707	- 101,193,974	- 106,862,122	- 112,787,241	- 118,960,473	- 125,395,585
Net Cashflow	-32,828,884	-40,667,426	-49,050,392	-57,788,882	-67,081,590	-76,379,273	-80,329,089	-75,124,726	-87,932,660	-101,240,966	-115,359,798	-130,643,123	-146,759,987	-164,174,147	-181,508,902

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based on 30 Year MRP - Original Budget)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	← Medium Term Financial Plan →														
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Worst Case Scenario															
KEY ASSUMPTIONS															
Inflation	2.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Estimated Sales	-20	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25
Estimated New Build	19	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Rent Increase CPI + 1%	-1.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Number of Dwellings (Mid Year Average)	3,045	3,037	3,022	3,007	2,992	2,977	2,962	2,947	2,932	2,917	2,902	2,887	2,872	2,857	2,842
Average Rent - Rent Restructuring	82.43	84.49	86.60	88.77	90.98	93.26	95.59	97.98	100.43	102.94	105.51	108.15	110.86	113.63	116.47
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,045,611	-12,314,307	-12,559,813	-12,809,897	-13,064,636	-13,324,105	-13,588,383	-13,857,546	-14,131,676	-14,410,850	-14,695,152	-14,984,661	-15,279,461	-15,579,636	-15,885,271
Void loss	-240,912	-307,858	-313,995	-320,247	-326,616	-333,103	-339,710	-346,439	-353,292	-360,271	-367,379	-374,617	-381,987	-389,491	-397,132
Provision for Bad & Doubtful Debts	-259,703	-417,824	-426,154	-434,640	-443,283	-452,087	-461,054	-470,187	-479,488	-488,960	-498,606	-508,430	-518,432	-528,617	-538,987
Net Rent Income	-11,544,995	-11,588,625	-11,819,663	-12,055,010	-12,294,737	-12,538,916	-12,787,619	-13,040,921	-13,298,896	-13,561,619	-13,829,166	-14,101,615	-14,379,043	-14,661,528	-14,949,152
% Increase in Rent	-1.00	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
REVENUE FINANCING															
Dwellings Rents	-11,544,995	-11,588,625	-11,819,663	-12,055,010	-12,294,737	-12,538,916	-12,787,619	-13,040,921	-13,298,896	-13,561,619	-13,829,166	-14,101,615	-14,379,043	-14,661,528	-14,949,152
Garage Rents	-102,591	-104,130	-105,692	-107,278	-108,887	-110,520	-112,178	-113,860	-115,568	-117,302	-119,061	-120,847	-122,660	-124,500	-126,367
Total Resources (£)	-11,647,586	-11,692,755	-11,925,355	-12,162,287	-12,403,623	-12,649,436	-12,899,797	-13,154,782	-13,414,464	-13,678,921	-13,948,228	-14,222,462	-14,501,703	-14,786,028	-15,075,519
REVENUE BUDGET															
Operational Services	1,824,651	1,960,160	1,999,182	2,029,170	2,059,607	2,090,502	2,121,859	2,153,687	2,185,992	2,218,782	2,252,064	2,285,845	2,320,132	2,354,934	2,390,258
Commissioning Contracts & Procurement	108,720	112,070	115,530	117,263	119,022	120,807	122,619	124,459	126,326	128,220	130,144	132,096	134,077	136,088	138,130
Contingency	75,000	75,000	75,000	76,125	77,267	78,426	79,602	80,796	82,008	83,238	84,487	85,754	87,041	88,346	89,671
CEC Recharge from General Fund	2,775,200	2,616,704	2,673,318	2,713,418	2,754,119	2,795,431	2,837,362	2,879,923	2,923,122	2,966,968	3,011,473	3,056,645	3,102,495	3,149,032	3,196,268
Savings Target	-214,000														
Debt Management Costs	6,000	6,000	6,000	6,090	6,181	6,274	6,368	6,464	6,561	6,659	6,759	6,860	6,963	7,068	7,174
Investment Interest - Notional Sum	-135,000	-135,000	-135,000	-137,025	-139,423	-142,211	-145,056	-147,957	-150,916	-153,934	-157,013	-160,153	-163,356	-166,623	-169,956
Repayment of HRA Reform Loan (Interest)	2,378,430	1,889,387	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	6,869,001	6,574,321	6,625,935	6,696,946	6,768,679	6,841,133	6,914,660	6,989,277	7,064,997	7,141,839	7,219,818	7,298,952	7,379,257	7,460,751	7,543,450
Net Service Surplus / Deficit before contribution to MRR & CAA	-4,778,585	-5,118,434	-5,299,420	-5,465,342	-5,634,945	-5,808,303	-5,985,137	-6,165,505	-6,349,467	-6,537,082	-6,728,409	-6,923,510	-7,122,446	-7,325,278	-7,532,069
Voluntary MRP for Self-Financing Debt	1,260,000	1,260,000	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	149,780	190,753	232,545	275,173	318,654	363,004	408,242	454,384	501,449	549,455	598,421	648,367	699,311	751,275	804,277
Assumed HDP Interest	111,247	139,027	167,362	196,264	225,744	255,813	286,484	317,769	349,679	382,227	415,426	449,289	483,830	519,061	554,997
Net Resources Transferred to Major repairs Reserve	-3,257,557	-3,528,654	-3,639,513	-2,712,255	-2,808,897	-2,907,835	-3,008,761	-3,111,703	-3,216,690	-3,323,750	-3,432,912	-3,544,204	-3,657,655	-3,773,292	-3,891,145
Major Repairs Reserve															
Opening Balance	-8,177,969	-5,537,621	-3,994,404	-2,690,778	-677,254	1,312,267	3,309,628	6,239,554	8,444,660	10,644,321	12,985,526	15,635,187	20,371,366	23,064,835	26,238,923
Transfers	-766,697														
Revenue Contributions	-3,257,557	-3,528,654	-3,639,513	-2,712,255	-2,808,897	-2,907,835	-3,008,761	-3,111,703	-3,216,690	-3,323,750	-3,432,912	-3,544,204	-3,657,655	-3,773,292	-3,891,145
Assumed Capital Programme	6,664,602	5,071,872	4,943,138	4,725,779	4,798,418	4,905,196	5,038,686	5,316,809	5,416,350	5,664,955	6,082,573	8,280,383	6,351,124	6,947,380	6,635,041
Closing Balance	-5,537,621	-3,994,404	-2,690,778	-677,254	1,312,267	3,309,628	6,239,554	8,444,660	10,644,321	12,985,526	15,635,187	20,371,366	23,064,835	26,238,923	28,982,819
CFR/Cashflow															
Opening Balance	-8,319,960	-9,729,740	-4,680,493	-6,173,038	-8,729,862	-11,330,166	-13,974,820	-16,664,712	-19,400,745	-22,183,844	-25,014,949	-27,895,020	-30,825,037	-33,805,998	-36,838,923
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	-1,409,780	-1,450,753	-1,492,545	-2,556,823	-2,600,304	-2,644,654	-2,689,892	-2,736,034	-2,783,099	-2,831,105	-2,880,071	-2,930,017	-2,980,961	-3,032,925	-3,085,927
Less Debt Repaid		6,500,000													
Closing Balance	-9,729,740	-4,680,493	-6,173,038	-8,729,862	-11,330,166	-13,974,820	-16,664,712	-19,400,745	-22,183,844	-25,014,949	-27,895,020	-30,825,037	-33,805,998	-36,838,923	-39,924,850
Net Cashflow	-15,267,362	-8,674,897	-8,863,817	-9,407,116	-10,017,898	-10,665,192	-10,425,157	-10,956,085	-11,539,523	-12,029,423	-12,259,833	-10,453,671	-10,741,163	-10,599,999	-10,942,031

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Worst Case Scenario															
	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49
KEY ASSUMPTIONS															
Inflation	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Estimated Sales	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25
Estimated New Build	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Rent Increase CPI + 1%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Number of Dwellings (Mid Year Average)	2,827	2,812	2,797	2,782	2,767	2,752	2,737	2,722	2,707	2,692	2,677	2,662	2,647	2,632	2,617
Average Rent - Rent Restructuring	119.38	122.36	125.42	128.56	131.77	135.07	138.44	141.90	145.45	149.09	152.82	156.64	160.55	164.57	168.68
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-16,196,449	-16,513,258	-16,835,785	-17,164,118	-17,498,344	-17,838,555	-18,184,839	-18,537,289	-18,895,995	-19,261,052	-19,632,550	-20,010,586	-20,395,253	-20,786,647	-21,184,864
Void loss	-404,911	-412,831	-420,895	-429,103	-437,459	-445,964	-454,621	-463,432	-472,400	-481,526	-490,814	-500,265	-509,881	-519,666	-529,622
Provision for Bad & Doubtful Debts	-549,546	-560,295	-571,238	-582,379	-593,719	-605,262	-617,012	-628,970	-641,141	-653,527	-666,132	-678,959	-692,011	-705,291	-718,802
Net Rent Income	-15,241,992	-15,540,132	-15,843,652	-16,152,636	-16,467,167	-16,787,329	-17,113,207	-17,444,886	-17,782,454	-18,125,998	-18,475,604	-18,831,362	-19,193,361	-19,561,690	-19,936,440
% Increase in Rent	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
REVENUE FINANCING															
Dwellings Rents	- 15,241,992	- 15,540,132	- 15,843,652	- 16,152,636	- 16,467,167	- 16,787,329	- 17,113,207	- 17,444,886	- 17,782,454	- 18,125,998	- 18,475,604	- 18,831,362	- 19,193,361	- 19,561,690	- 19,936,440
Garage Rents	- 128,263	- 130,187	- 132,140	- 134,122	- 136,134	- 138,176	- 140,248	- 142,352	- 144,487	- 146,655	- 148,854	- 151,087	- 153,353	- 155,654	- 157,989
Total Resources (£)	- 15,370,255	- 15,670,319	- 15,975,792	- 16,286,758	- 16,603,300	- 16,925,504	- 17,253,455	- 17,587,238	- 17,926,942	- 18,272,652	- 18,624,459	- 18,982,449	- 19,346,715	- 19,717,344	- 20,094,428
REVENUE BUDGET															
Operational Services	2,426,112	2,462,504	2,499,442	2,536,933	2,574,987	2,613,612	2,652,816	2,692,608	2,732,998	2,773,993	2,815,602	2,857,836	2,900,704	2,944,215	2,988,378
Commissioning Contracts & Procurement	140,202	142,305	144,439	146,606	148,805	151,037	153,303	155,602	157,936	160,305	162,710	165,150	167,628	170,142	172,694
Contingency	91,016	92,382	93,767	95,174	96,602	98,051	99,521	101,014	102,529	104,067	105,628	107,213	108,821	110,453	112,110
CEC Recharge from General Fund	3,244,212	3,292,875	3,342,268	3,392,402	3,443,288	3,494,937	3,547,361	3,600,572	3,654,580	3,709,399	3,765,040	3,821,516	3,878,838	3,937,021	3,996,076
Savings Target															
Debt Management Costs	7,281	7,391	7,501	7,614	7,728	7,844	7,962	8,081	8,202	8,325	8,450	8,577	8,706	8,836	8,969
Investment Interest - Notional Sum	- 173,355	- 176,822	- 180,358	- 183,966	- 187,645	- 191,398	- 195,226	- 199,130	- 203,113	- 207,175	- 211,319	- 215,545	- 219,856	- 224,253	- 228,738
Repayment of HRA Reform Loan (Interest)	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	7,627,374	7,712,539	7,798,964	7,886,668	7,975,670	8,065,988	8,157,642	8,250,652	7,757,283	7,853,064	7,950,262	8,048,897	8,148,991	8,250,564	8,353,639
Net Service Surplus / Deficit before contribution to MRR & CAA	-7,742,882	-7,957,780	-8,176,828	-8,400,090	-8,627,631	-8,859,516	-9,095,812	-9,336,586	-10,169,659	-10,419,588	-10,674,196	-10,933,552	-11,197,724	-11,466,780	-11,740,789
Voluntary MRP for Self-Financing Debt	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	0	0	0	0	0	0	0
Assumed Voluntary MRP for HDP	858,340	913,484	969,731	1,027,103	1,085,622	1,145,312	1,206,195	1,268,297	1,331,640	1,396,250	1,462,152	1,529,372	1,580,649	1,618,954	1,666,830
Assumed HDP Interest	591,651	629,039	667,174	706,072	745,748	786,218	827,497	869,602	912,548	956,354	1,001,035	1,046,611	1,079,094	1,100,890	1,130,253
Net Resources Transferred to Major repairs Reserve	- 4,011,240	- 4,133,607	- 4,258,272	- 4,385,264	- 4,514,610	- 4,646,336	- 4,780,470	- 4,917,038	- 7,925,471	- 8,066,985	- 8,211,009	- 8,357,569	- 8,537,981	- 8,746,935	- 8,943,706
Major Repairs Reserve															
Opening Balance	28,982,819	31,743,053	31,454,647	31,096,673	30,842,617	30,572,022	30,855,079	35,627,261	34,940,708	31,348,108	27,886,029	24,363,873	20,528,518	16,643,851	12,394,779
Transfers															
Revenue Contributions	- 4,011,240	- 4,133,607	- 4,258,272	- 4,385,264	- 4,514,610	- 4,646,336	- 4,780,470	- 4,917,038	- 7,925,471	- 8,066,985	- 8,211,009	- 8,357,569	- 8,537,981	- 8,746,935	- 8,943,706
Assumed Capital Programme	6,771,475	3,845,201	3,900,299	4,131,208	4,244,015	4,929,394	9,552,652	4,230,485	4,332,870	4,604,906	4,688,853	4,522,214	4,653,315	4,497,863	5,337,135
Closing Balance	31,743,053	31,454,647	31,096,673	30,842,617	30,572,022	30,855,079	35,627,261	34,940,708	31,348,108	27,886,029	24,363,873	20,528,518	16,643,851	12,394,779	8,788,208
CFR/Cashflow															
Opening Balance	- 39,924,850	- 43,064,840	- 46,259,974	- 49,511,356	- 52,820,109	- 56,187,381	- 59,614,343	- 63,102,188	- 49,859,135	- 51,190,774	- 52,587,024	- 54,049,176	- 55,578,548	- 57,159,197	- 58,778,151
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	- 3,139,990	- 3,195,134	- 3,251,381	- 3,308,753	- 3,367,272	- 3,426,962	- 3,487,845	- 3,549,947	- 1,331,640	- 1,396,250	- 1,462,152	- 1,529,372	- 1,580,649	- 1,618,954	- 1,666,830
Less Debt Repaid								16,793,000							
Closing Balance	- 43,064,840	- 46,259,974	- 49,511,356	- 52,820,109	- 56,187,381	- 59,614,343	- 63,102,188	- 49,859,135	- 51,190,774	- 52,587,024	- 54,049,176	- 55,578,548	- 57,159,197	- 58,778,151	- 60,444,981
Net Cashflow	-11,321,787	-14,805,328	-18,414,682	-21,977,492	-25,615,359	-28,759,264	-27,474,927	-14,918,426	-19,842,667	-24,700,995	-29,685,303	-35,050,030	-40,515,345	-46,383,372	-51,656,772

HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME - DECENT HOMES + (15 Year Programme)

	Revised Programme 2019/20 £	Estimated Programme 2020/21 £	Estimated Programme 2021/22 £	Estimated Programme 2022/23 £	Estimated Programme 2023/24 £	Estimated Programme 2024/25 £	Estimated Programme 2025/26 £	Estimated Programme 2026/27 £	Estimated Programme 2027/28 £	Estimated Programme 2028/29 £	Estimated Programme 2029/30 £	Estimated Programme 2030/31 £	Estimated Programme 2031/32 £	Estimated Programme 2032/33 £	Estimated Programme 2033/34 £	
PROJECTS																
Safety																
Electrical Rewires	240,000.00	533,140.40	543,803.21	554,679.27	565,772.86	577,088.31	588,630.08	600,402.68	612,410.74	624,658.95	637,152.13	649,895.17	662,893.08	676,150.94	689,673.96	
Fire Risk Assessments	100,000.00	51,000.00														
Asbestos Assessments	120,000.00	122,400.00	124,848.00													
Energy Efficiency																
Central Heating - Gas	526,773.00	413,916.00	422,194.32	430,638.21	439,250.97	448,035.99	1,426,622.55	724,590.92	802,352.34	990,492.72	981,046.71	795,510.88	864,687.26	738,390.66	1,014,415.27	
Central Heating - Solid Fuel / Systems	75,000.00	76,500.00	78,030.00	79,590.60	81,182.41	82,806.06	84,462.18	86,151.43	87,874.45	89,631.94	91,424.58	93,253.07	95,118.13	97,020.50	98,960.91	
Roof Replacements	1,111,805.00	1,028,874.00	1,049,451.48	1,070,440.51	1,091,849.32	1,113,686.31	1,135,960.03	1,158,679.23	1,181,852.82	1,205,489.87	1,229,599.67	1,254,191.66	1,279,275.50	1,304,861.01	1,330,958.23	
Energy Efficiency Programme	150,000.00															
Planned and/or cyclical																
Damp Surveys & Works	348,110.00	224,400.00	228,888.00	233,465.76	238,135.08	242,897.78	247,755.73	252,710.85	257,765.06	262,920.37	268,178.77	273,542.35	279,013.19	284,593.46	290,285.33	
Door & Window Replacements	687,563.00															
Window Replacements		567,732.00	579,086.64	590,668.37	602,481.74	614,531.38	626,822.00	639,358.44	652,145.61	665,188.52	678,492.29	692,062.14	705,903.38	1,441,853.95	766,089.37	
Kitchen Replacements	305,076.00	371,076.00	378,497.52	386,067.47	393,788.82	401,664.60	409,697.89	417,891.85	426,249.68	434,774.68	443,470.17	2,746,365.17	830,444.73	847,053.62	863,994.69	
Door Replacement		172,114.80	175,557.10	179,068.24	182,649.60	186,302.59	190,028.65	193,829.22	197,705.80	201,659.92	205,693.12	465,196.06	429,984.70	438,584.39	447,356.08	
Void Property Repairs	145,000.00	138,036.60	130,736.66	123,089.52	115,084.19	106,709.41	97,953.61	88,804.89	79,251.04	69,279.52	58,877.43	48,031.55	36,728.28	24,953.67	12,693.39	
Fencing & Gates	60,830.00	40,800.00	41,616.00	42,448.32	43,297.29	44,163.23	45,046.50	45,947.43	46,866.38	47,803.70	48,759.78	49,734.97	50,729.67	51,744.27	52,779.15	
Bathroom Replacements	134,400.00	522,076.80	532,518.34	543,168.70	554,032.08	565,112.72	576,414.97	587,943.27	599,702.14	611,696.18	623,930.10	636,408.71	649,136.88	662,119.62	675,362.01	
Pointing Works	575,461.00	306,000.00	312,120.00	318,362.40	324,729.65	331,224.24	337,848.73	344,605.70	351,497.81	358,527.77	365,698.33	373,012.29	380,472.54	388,081.99	395,843.63	
Pre Paint & Cyclical Repairs	418,966.00															
Laurie Backhouse Court Refurbishment	38,231.00															
Aids & Adaptations		183,600.00	187,272.00	191,017.44	194,837.79	198,734.54	202,709.24	206,763.42	210,898.69	215,116.66	219,419.00	223,807.38	228,283.52	232,849.19	237,506.18	
Community Centre Refurbishment	78,000.00					33,122.42					36,569.83					
Sheltered Homes Adaption	249,799.00	153,000.00									201,134.08	186,506.15				
Investment																
Empty Homes Programme	1,300,000.00	700,000.00														
Estate Enhancements	224,412.00											121,899.44				
Ousegate Refurbishment	55,804.00															
St Wilfrids Court Refurbishment	113,000.00															
New Build Projects	3,479,400.00															
Environmental Improvement Plan	145,710.00															
Co Detection Installation Programme	226,600.00															
Co Detection Replacement Programme		38,556.00	39,327.12				42,568.94	43,420.32				46,999.55	47,939.54			
Communal Area Refurbishment Programme	230,000.00	234,600.00	239,292.00	244,077.84	248,959.40	253,938.58	259,017.36	264,197.70	269,481.66	274,871.29	280,368.72	285,976.09	291,695.61	297,529.53	303,480.12	
Footpath Repairs	184,062.00	175,950.00	179,469.00	183,058.38	186,719.55	190,453.94	194,263.02	198,148.28	202,111.24	206,153.47	210,276.54	214,482.07	218,771.71	223,147.14	227,610.09	
Sewage Pumping Station Replacement Programme	120,000.00	122,400.00	124,848.00													
TOTAL	11,444,002.00	6,176,172.60	5,367,555.38	5,169,841.03	5,262,770.73	5,390,472.11	6,465,801.47	5,853,445.62	5,978,165.47	6,258,265.56	6,701,990.69	9,034,975.27	7,051,077.73	7,708,933.94	7,407,008.39	
SUMMARY OF FUNDING																
Revenue Contributions	6,664,602.00	5,476,172.60	5,367,555.38	5,169,841.03	5,262,770.73	5,390,472.11	6,465,801.47	5,853,445.62	5,978,165.47	6,258,265.56	6,701,990.69	9,034,975.27	7,051,077.73	7,708,933.94	7,407,008.39	
Borrowing	2,900,000.00															
Capital Receipts	779,400.00	280,000.00														
HCA Grant Funding	390,000.00	210,000.00														
S.106 Commuted Sums - affordable housing subsidy	710,000.00	210,000.00														
TOTAL	11,444,002.00	6,176,172.60	5,367,555.38	5,169,841.03	5,262,770.73	5,390,472.11	6,465,801.47	5,853,445.62	5,978,165.47	6,258,265.56	6,701,990.69	9,034,975.27	7,051,077.73	7,708,933.94	7,407,008.39	

HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME - DECENT HOMES + (15 Year Programme)

	Estimated Programme 2034/35 £	Estimated Programme 2035/36 £	Estimated Programme 2036/37 £	Estimated Programme 2037/38 £	Estimated Programme 2038/39 £	Estimated Programme 2039/40 £	Estimated Programme 2040/41 £	Estimated Programme 2041/42 £	Estimated Programme 2042/43 £	Estimated Programme 2043/44 £	Estimated Programme 2044/45 £	Estimated Programme 2045/46 £	Estimated Programme 2046/47 £	Estimated Programme 2047/48 £	Estimated Programme 2048/49 £	
PROJECTS																
Safety																
Electrical Rewires	703,467.44							4,166,718.35	114,402.50	116,690.55	119,024.36	121,404.84	123,832.94	126,309.60	128,835.79	427,090.65
Fire Risk Assessments																
Asbestos Assessments																
Energy Efficiency																
Central Heating - Gas	1,034,703.58	1,503,200.35	1,533,264.35	1,563,929.64	1,595,208.23	1,627,112.40	1,304,988.72	347,845.43	439,954.89	680,368.96	654,601.79	391,579.84	471,100.67	287,268.99	644,631.62	
Central Heating - Solid Fuel / Systems	100,940.13	102,958.93	105,018.11	107,118.47	109,260.84	111,446.05	113,674.98	115,948.48	118,267.44	120,632.79	123,045.45	125,506.36	128,016.49	130,576.82	133,188.35	
Roof Replacements	1,357,577.39															
Energy Efficiency Programme																
Planned and/or cyclical																
Damp Surveys & Works	296,091.03	302,012.86	308,053.11	314,214.17	320,498.46	326,908.43	333,446.60	340,115.53	346,917.84	353,856.19	360,933.32	368,151.99	375,515.02	383,025.33	390,685.83	
Door & Window Replacements																
Window Replacements	777,373.55	32,946.86	29,405.07	34,277.91	30,593.03	35,662.74	686,596.85	700,328.79	941,408.86	960,237.04	979,441.78	999,030.61	1,019,011.23	1,039,391.45	1,060,179.28	
Kitchen Replacements	881,274.59	399,480.64	407,470.25	651,280.29	664,305.89	677,592.01	691,143.85	704,966.73	719,066.06	733,447.39	748,116.33	763,078.66	778,340.23	793,907.04	809,785.18	
Door Replacement	456,303.20	233,785.41	238,461.11	243,230.34	287,865.89	293,623.21	319,199.33	325,583.32	332,094.99	338,736.88	345,511.62	352,421.85	359,470.29	366,659.70	373,992.89	
Void Property Repairs																
Fencing & Gates	53,834.73	54,911.43	56,009.66	57,129.85	58,272.45	59,437.90	60,626.65	61,839.19	63,075.97	64,337.49	65,624.24	66,936.72	68,275.46	69,640.97	71,033.79	
Bathroom Replacements	688,869.25						742,676.51	64,931.15	66,229.77	67,554.36	68,905.45	70,283.56	71,689.23	73,123.02	318,231.37	
Pointing Works	403,760.50	411,835.71	420,072.43	428,473.87	437,043.35	445,784.22	454,699.90	463,793.90	473,069.78	482,531.17	492,181.80	502,025.43	512,065.94	522,307.26	532,753.41	
Pre Paint & Cyclical Repairs																
Laurie Backhouse Court Refurbishment																
Aids & Adaptations	242,256.30	247,101.43	252,043.46	257,084.32	262,226.01	267,470.53	272,819.94	278,276.34	283,841.87	289,518.70	295,309.08	301,215.26	307,239.57	313,384.36	319,652.04	
Community Centre Refurbishment	40,376.05										49,218.18					
Sheltered Homes Adaption							245,181.32	227,349.95								
Investment																
Empty Homes Programme																
Estate Enhancements						148,594.74										
Ousegate Refurbishment																
St Wilfrids Court Refurbishment																
New Build Projects																
Environmental Improvement Plan																
Co Detection Installation Programme																
Co Detection Replacement Programme		51,891.30	52,929.13				57,292.19	58,438.03				63,255.20	64,520.31			
Communal Area Refurbishment Programme	309,549.72	315,740.71	322,055.53	328,496.64	335,066.57	341,767.90	348,603.26	355,575.32	362,686.83	369,940.57	377,339.38	384,886.17	392,583.89	400,435.57	408,444.28	
Footpath Repairs	232,162.29	236,805.53	241,541.64	246,372.48	251,299.93	256,325.93	261,452.44	266,681.49	272,015.12	277,455.43	283,004.53	288,664.62	294,437.92	300,326.68	306,333.21	
Sewage Pumping Station Replacement Programme						178,313.69	181,879.96	185,517.56								
TOTAL	7,578,539.75	3,892,671.15	3,966,323.84	4,231,607.98	4,351,640.65	5,059,799.48	10,223,169.49	4,384,243.75	4,535,319.97	4,857,641.34	4,964,637.80	4,800,869.23	4,968,575.84	4,808,882.96	5,796,001.90	
SUMMARY OF FUNDING																
Revenue Contributions	7,578,539.75	3,892,671.15	3,966,323.84	4,231,607.98	4,351,640.65	5,059,799.48	10,223,169.49	4,384,243.75	4,535,319.97	4,857,641.34	4,964,637.80	4,800,869.23	4,968,575.84	4,808,882.96	5,796,001.90	
Borrowing																
Capital Receipts																
HCA Grant Funding																
S.106 Commuted Sums - affordable housing subsidy																
TOTAL	7,578,539.75	3,892,671.15	3,966,323.84	4,231,607.98	4,351,640.65	5,059,799.48	10,223,169.49	4,384,243.75	4,535,319.97	4,857,641.34	4,964,637.80	4,800,869.23	4,968,575.84	4,808,882.96	5,796,001.90	

Appendix D of Executive Report: HRA Risk Register

The financial elements of the business plan do however carry a number of risks which we must consider and try to mitigate, detailed below:

Risk	Detail
Inflation (economic uncertainty)	Inflation is of key consideration impacting on HRA rent modelling. The business plan would need to be reviewed accordingly if this were to rise. Inflation is also a key factor when investing in both our existing housing stock and in new supply, impacting on construction costs. As these costs continue to rise with inflation, rental income has conversely been constrained by the four years of rent reductions introduced by the Welfare Reform and Work Act; compounding the difficulties faced by Local Authorities when trying to invest.
Interest Rates	The council decided to take on fixed-rate borrowing from PWLB for its self-financing loans and therefore mitigate the risk of exposure to increasing interest rates as the economy potentially starts to recover. Should we borrow more in the future, the risk of higher rates for new borrowing remains.
Brexit	Uncertainty around Brexit makes it difficult to predict impact on the HRA. However, construction costs and the labour force are likely to be impacted. Ultimately, the risk is that the Council fails to prepare appropriately for the impact of Brexit on the delivery of Council services.
Rents and Welfare Reform	<p>Council rents are modelled using Social Rent policy and 2019/20 will see the fourth and final year of annual 1% rent reductions. This action was intended to help protect taxpayers from the rising costs of subsidising rents through Housing Benefit, and protect tenants from rising housing costs.</p> <p>In October 2017, the Government announced its intention to set a long-term rent deal for both Local Authority landlords and Housing Associations. This would permit annual rent increases on both Social and Affordable Rent properties of up to CPI +1% (at September of the previous year) for a period of at least 5 years. This policy recognises the need for a stable financial environment to support the delivery of new homes and will come into effect from 1 April 2020.</p> <p>Although this rent increase has evident benefits, this should be balanced with the potential for lower rent collection rates. This is because welfare reform, unemployment, inflation and other economic factors all affect our tenants' ability to afford higher rents. As rent collection forms the overwhelming majority of income</p>

	<p>received for the HRA, it is vital it is both collected at maximum capacity and used effectively.</p> <p>The introduction of Universal Credit also means that an increased proportion of tenants personally receive their housing costs, increasing the risk of rent arrears/late payments. More generally, an uncertain economic climate can also prevent private sector investment in jobs and negatively impact on additional housing supply, leading to increased pressure on affordable housing.</p>
Assets	<p>The viability of the HRA Business Plan, when originally developed, was based on total stock numbers reducing with then-current forecasts of Right to Buys losses. However, this new plan must consider the impact of Government policy to reinvigorate the scheme (with maximum discounts increasing and qualifying years reducing). New projections must therefore be incorporated into our financial forecast, noting that in the last five years (2013-2018), the Council has seen 100 of its properties bought and lost via Right to Buy, peaking in 2014/15 with 25.</p> <p>Increased asset disposal evidently results in reduced rental income, but also reduces maintenance liabilities and affects the repayment of associated debt. The Council therefore has taken on a range of loans over a mix of maturity dates, to allow flexibility for repayment, and this risk has been built into the business plan.</p> <p>The risk of asset disposal from Right to Buy is also alleviated in our new build properties by the 'cost floor' ruling, which could potentially reduce or remove entirely a tenant's Right to Buy discount. This rule applies if a property has been recently purchased or built by the Local Authority, or costs have been incurred by the Council on repairing or maintaining the property.</p> <p>The 'cost floor' period is either:</p> <ul style="list-style-type: none"> • The 10 year period prior to receipt of the Right to Buy application form: or • 15 years if the property was built or acquired by the landlord after 2nd April 2012. <p>Essentially, the 'cost floor' rule prevents the Council from having to sell their property for less than the costs incurred in building or repairing/improving it, during the previous 15 year period. The costs that can be included within this calculation are set out in The Housing (Right to Buy) (Cost Floor) (England) Determination 1999. Whilst this may deter tenants from buying Council homes at the earliest</p>

opportunity, it more importantly ensures that the loss on the sale of these properties is reduced.

Whilst the protection afforded to the Council by the 'cost floor' rule should not be discounted, it should however be noted that any new build property bought under Right to Buy before it has achieved 100% payback will have a detrimental impact on the long term business model, in terms of lost assets and rental income. Conversely, when Council properties currently being built surpass their payback (are older than 30 years), they will have no outstanding borrowing against them and will therefore bring a greater net income to the HRA.

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Agenda Item 8



Report Reference Number: PR/19/11

To: Policy Review Committee
Date: 15 October 2019
Author: Sarah Thompson, Housing and Environmental Health Service Manager
Lead Executive Member: Cllr Chris Pearson, Lead Executive Member for Housing, Health and Culture
Lead Officer: June Rothwell, Head of Operational Services

Title: Empty Homes Performance Monitoring

Summary:

The North Yorkshire Empty Property Strategy and local Selby District Action Plan was agreed and adopted in January 2018. The North Yorkshire Empty Property Strategy aims to reduce the number of long-term empty homes through a co-ordinated approach and the local Action Plan sets out how we will target empty homes across the district, and how we will encourage, support and enforce owners to bring Empty Homes back into use.

The aim of the North Yorkshire Empty Property Strategy is:

'To reduce the number of long-term empty homes across the sub-region through a co-ordinated approach'

Policy Review considered the progress of implementation of the Strategy and Local Action plan in July 2019 and asked Officers to report back to the Committee with benchmarking data from other local authorities on dealing with empty homes, with a view to the setting of a target for the number of homes being brought back into use.

The report considers best practice and makes a proposal for the future monitoring.

Recommendations:

To ask the Committee to consider and comment on the report and its contents.

Reasons for recommendation:

To provide Policy Review Committee with an overview of Empty Homes performance monitoring to enable them to provide comments on the proposals for future monitoring at Selby District Council.

1. Introduction and background

- 1.1 High levels of empty properties are recognised as having a serious impact on the viability of communities. As the numbers within an area increase so can the incidence of vandalism which acts as a further disincentive to occupation. Tackling empty homes can assist in meeting housing need; improve housing conditions and regenerate blighted areas, thereby supporting the growth agenda.
- 1.2 Some empty properties will be on the market for sale or to rent and will soon be occupied again and therefore our focus is on long-term empty homes, empty homes that have not become re-occupied within six months. At this stage by working to understand what is happening with the property and what the prospects of re-occupation are, a view can be taken as whether we need to intervene and if so, how best to use our resources and powers to ensure that it does not remain empty.
- 1.3 The North Yorkshire Empty Property Strategy 2017-2021 and action plan was developed to provide an overarching vision for the area and aims to reduce the number of long-term empty homes through a co-ordinated approach. The strategy highlights the importance of bringing empty properties back into use to meet housing need; to take advantage of any financial rewards such as the new homes bonus and to prevent anti-social behaviour and the blight empty homes can have on a neighbourhood.
- 1.4 In 2018/19 the results recorded against the key performance indicators were:

2018/19	Total number of empty homes brought into use	Number of empty homes brought into use that were empty for over 2 years
Qtr. 1	6	3
Qtr. 2	11	6
Qtr. 3	7	0
Qtr. 4	0	0
Total	24	9

In 18/19 24 properties were brought into use due to the direct action of the Empty Homes Officer and of these 24, 9 had been empty for 2 years or longer.

On 1st April 2018 there were 416 empty and unfurnished empty properties and on 31st March 2019 there were 430. This means there were 14 more long term Empty Properties at the end of the year, than at the start.

2. Performance Monitoring

2.1 Identifying Empty Homes

The majority of empty homes do not cause a problem. They occur because properties are between tenancies or ownership or are requiring some improvements or alterations. This is acknowledged and a Council Tax discount is available for empty property owners for a period of up to 6 months.

Empty Homes are more likely to become a problem as the period empty extends. Some are a focus for anti-social behaviour and some cause problems for neighbouring owners. Properties that remain empty and unfurnished for 2 years or more are currently charged a premium council tax rate which doubles the amount payable.

The strategic approach is to identify properties and assist owners where possible, then to carry out enforcement where necessary. The action plan includes communications, systems and monitoring.

By raising the profile of Empty Homes we are able to work closer with partners to tackle the issue.

A recent complaint about a dangerous tree overhanging a public right of way identified that the tree was in the garden of a long term empty home. The house had been empty for two years following the death of the owner; there was an exemption from Council Tax as probate had not been awarded. Partnership work with North Yorkshire Highways meant that they were able to deal with the immediate safety issue while the empty homes officer contacted the family. The property had been repossessed by a bank, then the bank had been subject to a merger and this property had become a little lost in the system. Working with the owners prompted them to sell the property. The house sold promptly and is now being renovated prior to the new owners moving in.

2.2 Empty Homes Data

By working closely with our Local Taxation department we have improved performance in the first two quarters of 19/20 and have exceeded the result of 18/19.

2019/20	Total number of empty homes brought into use	Number of empty homes brought into use that were empty for over 2 years
Qtr. 1	14	9
Qtr. 2	27	12
Total	41	21

The reported figure now reflects the joined up work of both private sector housing and council tax teams. The majority were been brought back into use following advice and support, three were reoccupied following receipt of an Empty Homes Grant or loan and two following enforcement discussions. The properties are spread throughout the district and include properties in Selby town and in Tadcaster, both areas of high demand.

Data on empty homes from Council Tax is limited and empty properties can be invisible. The data used is the number of long term (over 6 months) empty, unfurnished dwellings but this figure doesn't include all properties that have been empty over 6 months and specifically doesn't include properties going through probate, properties that are empty and furnished and any others receiving a council tax exemption. Furthermore when a dwelling is taken out of Council Tax banding by the Valuation Office they no longer show in the data. These properties are usually in serious disrepair and if they are not already known to us we rely on identifying these properties through complaints from members of the public or through reports from frontline visiting staff or ward members.

Council Tax data is also used on an annual basis to calculate the Local Authorities New Homes Bonus. New Homes Bonus is currently paid to authorities for every additional dwelling counted in Council Tax data collection. This is done annually in October. The number of empty homes reported in the Council Tax base returns and the changes in the numbers of long-term empties reported in relation to the New Homes Bonus cannot solely reflect the performance of the local authority in tackling empty homes as the changes reported reflect wider market forces and data inaccuracies over which we have limited control of. The Empty Homes Officer does however work closely with the Council Tax department prior to the collection to ensure that the data held is correct and that recently reoccupied properties are correctly coded.

2.3 Best Practice

Local Authorities are encouraged to follow guidelines for monitoring empty home interventions. The Empty Homes Network is a national empty homes practitioner's network who provide access to guidance, training and best practice for Empty Homes Officers. They encourage Local Authorities to adopt a

standard approach for recording and reporting on their successful interventions to address empty homes in their area. The network provides a common and transparent set of criteria for use in monitoring empty homes work and this then creates the opportunity for benchmarking between comparable local authorities and provides information that can be used in policy and strategy making.

The Empty Homes Network suggests that the following is recorded:

The number of eligible dwellings either demolished or brought into residential occupation (whether through re-use or conversion of empty property) attributable to eligible interventions by a housing authority.

The best practice guidance goes further to say each success should be reported under one of the following headings:

- Dwellings vacant for less than 6 months prior to re-occupation
- Dwellings vacant for 6 to 24 months prior to re-occupation
- Dwellings vacant for over 24 months prior to re-occupation
- Dwellings where the sole local authority intervention was to agree, approve, fund or issue a rent and/or deposit guarantee and/or rent-in-advance
- Dwellings never previously occupied and brought into use after standing empty for over 6 months following completion
- Dwellings demolished
- Additional dwellings created through conversion of vacant residential or redundant commercial space.

To record a success, the local authority needs to demonstrate that the local authority's intervention **made a material contribution to a positive outcome that occurred without unreasonable delay.**

This means that it should be possible to evidence a chain of events unfolding without unreasonable delay following the local authority intervention and to show that, on the balance of probability, one event led on to the next as a precondition or cause.

2.4 Benchmarking

In response to the request for benchmarking information our Empty Homes Officer met with the other North Yorkshire Council's to discuss Empty Homes performance monitoring. The information available at this time is limited and most only record the changes to the number of long term empty properties (as recorded through the Council Tax data). It was agreed that each local authority would start to monitor the work undertaken by their Empty Homes Officers and share this information with the group in the future.

It was agreed that any performance monitoring should be outcome focused and therefore in addition to the Empty Homes Network recommended monitoring, it was suggested the following could provide further indications of success.

1. A percentage of long term empty home owners engaging with the Council

2. A number of properties with enforcement action or positive actions (grants/loans/advice).
3. A number of additional homes with affordable rents as a result of Council interventions

This work is on-going but by the end of Q3 more information will be available.

3. Next Steps

We have started the year positively and in the first half of 19/20 have brought 41 properties back into use through the direct action of the empty homes officer.

We are now focused on maximising the use of the Homes England Affordable Housing Grant and we have committed to purchasing 6 properties in 19/20. One purchase completed in August 2019 and we are working on 1 compulsory purchase of a long term empty property. We continue to identify properties that would be suitable for acquisition and that would help meet housing need across the district and are currently exploring a number of options, including properties that have been sold under the Right to buy. Any purchase would require the approval of an individual business case demonstrating financial viability.

We propose to retain the current Key Performance Indicators which are in line with best practice. In addition to these we will monitor a wider range of performance management indicators that will help us understand the service fully.

- Annual change in the number of Empty Properties (New Homes Bonus)
- The percentage of long term empty home owners engaging with the Council
- The number of additional homes available as affordable housing as a result of Council Intervention
- The number of Grants and Loans completed
- The number of Enforcement Actions taken

4. Implications

4.1 Legal Implications

There are no specific legal implications associated with this report.

4.2 Financial Implications

In 2018 the Council applied for and received approval from Homes England for grant to bring 10 Empty Homes back into use. The grant allows the Council to use up to £39,000 per property on acquisition and repairs to the housing in order to make a property habitable. A further £30,000 per property is available from Section 106 monies (per decision made by the Executive on 5 November 2015) to support the purchase and repairs to empty homes and the remaining financial support is available from the Housing Revenue capital

receipts. Any property purchase is subject a financial viability assessment and the necessary approvals.

The delivery of the Empty Homes Action Plan has been supported through Council funding the Empty Homes Officer. A bid to continue this work for a further 3 years has been submitted.

5. Conclusion

The Empty Homes programme has had a successful start and there is an opportunity to build on the foundations built in 18/19. We will aim to increase the overall supply of housing and reduce the negative impact that neglected empty homes can have on communities. We will target our financial resources where the demand for housing is at its highest and maximise the use of the affordable housing grant available.

6. Background Documents

- I. York, North Yorkshire and East Riding Empty Homes Strategy
- II. Selby Empty Homes Action Plan

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Report Reference Number: PR/19/12

To: Policy Review Committee
Date: 15 October 2019
Author: Fiona Derbyshire, Planning Development Officer
Lead Executive Member: Cllr Richard Musgrave, Lead Executive Member for Place Shaping
Lead Officer: Martin Grainger, Head of Planning

Title: Planning Enforcement & the Planning Enforcement Management Plan Review

Summary:

This report is a six month update following the introduction of the Planning Enforcement Management Plan in February 2019. The Committee requested an update on the implementation of the PEMP after six months of operation.

Recommendation:

The Committee are asked to consider and comment on the report.

1. Background

- 1.1 The Planning Enforcement Management Plan (PEMP) was agreed at Leadership Team and reported to Policy Review Committee in February 2019 and introduced to the service thereafter. All Member briefings were undertaken immediately after the elections in May 2019 to apprise Members of the key points.
- 1.2 An agreed PEMP (Appendix A) is recommended as best practice in the National Planning Policy Framework (NPPF) to set out the tests and drivers for the service within the regulatory framework and establishes outcomes based on government guidance on Planning Enforcement action. It identifies the performance timescales and prioritisation of investigations to give clarity for Members and residents and to enable the effective management of resources.
- 1.3 In addition to the PEMP the implementation of the workflow data system Enterprise is planned to capture and measure performance in the

Enforcement team. The database will enable reporting of performance against key indicators aligned with the priorities and timescales set out in the PEMP.

- 1.4 Alongside the PEMP further resource was allocated to Planning Enforcement in July 2019 running to October 2019 to address the high number of backlog (400+) cases in addition to a running number of more recent cases of approximately 200. The PEMP and additional resource is intended to reduce workload and better manage workflow, improve public and Member perception and reduce formal complaints.

2. Performance

- 2.1 By October of 2018 cases had been reduced by 37% and by September 2019 the backlog cases numbered only 106. Additionally, newly generated cases number 179 giving a total current caseload of 285. Officers have reported that the increased turnover of cases in line with the timelines set in the PEMP have resulted in more cases being dealt with raising the total number. This demonstrates that more cases are being dealt with as efficiency increases.
- 2.2 Formal complaints in 2018 numbered 11 and in 2019 so far number 8. The full impact of the improvements to performance will not be reflected until next year as formal complaints can take up to a year to progress through the informal stages. Complaints to the Head of Service from residents and Members have noticeably reduced in the last year. All of the complaints logged have shown limited or no fault with the Planning Enforcement Service with fault mainly relating to lack of action due to former lack of resource or expectations of the service not matching the powers, scope and resource available.
- 2.3 Planning applications generated by an Enforcement investigation numbered 26 in 2018 and 63 in 2019 due to increased proactive action by Officers in Planning Enforcement. This demonstrates best practice in line with advice in the NPPF which recommends resolution by negotiation and submission of a relevant application as the optimum result.
- 2.4 Scrutiny Committee requested a report on the number of Notices under s.215 by the Planning Enforcement team in August 2019. The report presented in September 2019 to Scrutiny Committee showed that 2 notices had been served since 2015 but that 10 cases for untidy sites were logged in 2018 and the same number in 2019. 50% of these cases were unfounded and of the remainder 50% were successfully negotiated to conclusion, often with the threat of formal action as leverage. A further 8 s.215 Notices have been served in the last 10 years demonstrating the willingness of Officers to use this power when necessary. The PEMP sets such cases as low priority and it was noted that these priorities needed re-assessing against Members identification of priority. It was noted that further action or direct action to undertake improvement works would require further resource.

3 Next Steps

- 3.1 The Enterprise data base requires bespoke adaption to capture performance and prioritise tasks in Planning Enforcement. This work will be completed within the next 6 months and will enable comprehensive measurement of KPI's.
- 3.2 A sub-group of planning committee comprised of Members and Officers will be established in the next 3 months to monitor reports of Planning Enforcement performance and measure the impact of the PEMP. The group will be in a position to fully assess performance and recommend targeted amendments to the PEMP to reflect their findings. This group will have Members with relevant experience and knowledge of Planning Enforcement service delivery and Officers will inform on the wider implications of service challenges and constraints as well as opportunities
- 3.3 The Ministry of Housing, Communities & Local Government (MHCLG) recently issued a funding offer for Local Planning Authorities (LPA's) of up to £50,000 stating that "*Effective planning enforcement is crucial to the integrity of the planning system*". SDC have been successful in their bid for funding to assist in work related to protecting the green belt and will shortly find out the extent of this funding.
- 3.4 Budget funding for the additional resource allocated to Planning Enforcement in July 2018 runs out in November 2019. However, we recognise the improvement in enforcement performance since the additional resource was allocated and with the additional funding above (3.3) we are exploring funding options to retain the additional resource.

4. Recommendation

- 4.1 Policy Review Committee are asked to consider and comment on the performance improvement to date and the next steps as set out in the report.

5. Legal/Financial Controls and other Policy matters

5.1 Legal Issues

- 5.2 Enforcement is discretionary and powers referred to are exercised in accordance with the adopted policy and enforcement principles. Legal Officers examined those policies and plans and their requested amendments were incorporated prior to adoption.

5.3 Policy matters

- 5.4 Policy amendments or changes will be referred to Leadership Team for consideration and to determine if any other sanction is needed to adopt such recommendations.

6. Financial Issues

- 6.1 The mode of operation suggested in the plan reflects existing working practice and resource. This 6 month review is to assess the efficacy of the PEMP and any recommendations to amend or change it will be the subject of a further fully costed plan.

7. Conclusion

- 7.1 That progress and improvement is evidenced in the performance data on Planning Enforcement and is the result of additional temporary resource and the implementation of the PEMP. Further work to be done will complement this improvement and result in better performance analysis and recommendation.

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**Planning Enforcement
Management Plan**

December 2018

1. Introduction

At Selby District Council we have a duty to protect our district and customers from harm associated with breaches of planning control. Key to this is ensuring compliance with planning obligations and conditions and taking appropriate action against unauthorised development.

- 1.1 You can currently raise potential concerns with us in the following ways:
 - Complete an online form on the relevant page (for example fly-tipping) on our website www.selby.gov.uk
 - Call us on 01757 705101
 - Email us at planningenforcement@selby.gov.uk
 - Tell us at Access Selby, Market Cross Shopping Centre, Selby, YO8 4JS
 - Write to us at: Planning Enforcement, Selby District Council, Civic Centre, Doncaster Road, Selby, YO8 9FT
 - Tell your local Community Officer
 - Tell your local Councillor – Councillor details can be found on our website.
- 1.2 An Enforcement Management Policy (EMP) details the ways in which Planning Enforcement will consider and investigate any concerns raised to protect our residents, businesses, and the environment, whilst following the principles of good enforcement. It states what you can expect from us and what approach we will be taking in terms of priorities and quality control so that we are transparent and accountable.
- 1.3 Through this policy we are looking to promote trust between the Council and our customers including those we regulate. As part of this we have a duty to manage our resource effectively and strategically. In this way we will also be clear about matters we will not or cannot act upon and our rationale.
- 4.4 Everything we do is to help us improve our service to you and to support the Corporate Plan 2015-2020 (available to view at www.selby.gov.uk)

2. Principles

- 2.1 The Town and Country Planning Act 1990 sets the regulatory framework for planning enforcement. National Planning Policy Framework (NPPF) together with National Planning Practice Guidance (NPPG) give guidance and advice on enforcement principles. The Corporate Enforcement Policy sets the overall parameters of action we will take and this plan gives specific detail to

supplement this. By the appropriate use of enforcement powers provided in legislation having regard to guidance, policy and the following principles we ensure effective service delivery:

- 2.2 Proportionate** – it is our policy to exercise our enforcement powers appropriately, proportionately and rigorously so that development takes place in accordance with relevant legislative requirements, planning conditions and obligations. NPPF requires us to negotiate resolution of breaches where possible. Such negotiations may involve the reduction, cessation or modification of an unauthorised use or activity. It is also important we are responsive to the needs of business, in line with the council’s aims to. The council must only take action where it is necessary and in the public interest. However, any negotiations will not be allowed to hamper or delay decisions on enforcement action where the breach of control causes serious harm to amenity or any other identified High Priority issues.

- 2.3 Consistent** – each case is unique and will be assessed as such. Consistency comes through the application of principles, policy and professional experience and training. Cases will be judged on reliable, relevant and robust information enabling Officers to choose the most appropriate enforcement action. Success of this policy will be measured by the Enforcement Team’s performance against any relevant service standard(s) and/or success measure(s) and benchmarking of performance data.

- 2.4 Transparent** – where possible it is our aim to be accessible and open with everyone involved in a case. We will outline what we can and cannot do and how we intend to work with those involved in line with legal guidance and best practice. Our officers will not allow any prejudices or personal beliefs to influence their judgement.

- 2.5 Accountable** – We aim to make it as easy as possible for those involved in enforcement cases to give us feedback. We do this by following our Comments, Compliments and Complaints Policy which can be found on our website.

- 2.6** Only those officers duly authorised to do so will undertake enforcement activities with the benefit of appropriate training and paying due regard to legal and policy requirements which will ensure that they make reliable and robust decisions and to give appropriate and accurate information.

- 2.7 Targeted** – Enforcement action is discretionary so we will focus on those higher impact cases and manage our resources effectively to enable this. National guidance provides that local planning authorities should usually avoid taking formal enforcement action where there is a trivial or technical breach of control which causes no material harm or adverse impact on the amenity of the site or the surrounding area or development is acceptable on its planning merits and formal enforcement action would solely be to regularise the development;

However, in certain circumstances legislation is more prescriptive and this will limit the discretion of the officer. Formal action must be justified and proportionate and we will consider risk to the authority in all matters as we have a duty to our residents to manage our finances responsibly whilst delivering decisive enforcement action.

2.8 The following sections of this management plan set out how will manage our approach to planning enforcement in a practical sense. This approach is fully underpinned by the principles highlighted above.

3. Investigating the issue(s)

3.1 Breaches will be acknowledged and we may seek further information. On allocation of the case we will provide the name of the Officer investigating the matter and details of how they can be contacted. To ensure our response is proportionate, targeted and consistent we will assess all cases against the following criteria.

- 1. An assessment of whether there is evidence of a breach of planning control;**
- 2. The seriousness of the alleged breach(es), including:**
 - a. Risk to the public, protected buildings (e.g. Listed Building), sensitive designations (e.g. Green Belt) or the natural environment (e.g. trees);**
 - b. Whether the alleged breach(es) are considered to be a local priority (as set out in our Core Strategy and Local Plan;**
- 3. If considering formal notice or prosecution, whether there is enough evidence to enable us to take such action;**
- 4. Whether any further action is in the general public interest;**
- 5. The appropriate action to mitigate the harm caused by the breach;**
- 6. Where a planning application is likely to be approved we will request one but in such cases still may take no further action if no application is submitted;**
- 7. The application of all other local and national policy, guidance and legislation including the NPPF, NPPG, Selby Core Strategy and Local Plan and Corporate Enforcement Policy.**

3.2 To ensure we are **accountable** we will:

- Provide information (subject to policy and GDPR) and commentary to individuals and organisations so as to remain transparent at all times;
- Enforce key local planning policy through proactive action;
- Keep all directly involved interested parties informed as to the progress of an investigation;
- Where formal action is necessary, make it clear as to why the Local Planning Authority intends to take such action;
- Where it is decided that it is not expedient to take enforcement action inform complainants of the reasons for this;
- Where immediate action is considered necessary we will give an explanation as to why with a timescale for implementation;
- Where the Council issues a statutory notice, all parties served with a copy of the notice will be informed of the appeal procedure and advised in writing of the consequences of non-compliance with such a notice;
- Be prepared to prosecute individuals or organisations who do not comply with a formal notice, and when appropriate or feasible take direct action*.

*As part of an identified broader strategy

3.3 For **consistency** we will ensure those breaches which will give rise to the most harm have highest priority. All action will be commensurate to the seriousness of the breach to ensure that our actions are **proportionate**. The integrity of the development management process depends on the Council's readiness to take effective enforcement action when it is justifiable. We ensure this by reserving sufficient resource to enable us to be proactive in the pursuit of our strategic objectives.

3.4 To ensure **transparency** all cases will be given a Priority rating of High, Medium or Low depending on the nature of the breach and the degree of harm caused. This will dictate timescales for actions. Individual cases may be re-prioritised as the investigation progresses or circumstances change. See the below list of case types and rating:

Priority High breaches are those causing significant harm to heritage assets or sensitive sites or that will give rise to significant public safety issues or serious harm to amenity or other harm, including :

- Demolition or unauthorised works to a Listed Building, building in a Conservation Area or unauthorised works which affect scheduled ancient monuments;
- Unauthorised development affecting sensitive designations such as Green Belt; SSSIs or protected species;

- Unauthorised works to trees subject to a Preservation Order or in a Conservation Area;
- Unauthorised development that may result in serious harm to health and safety or have a significant impact on amenity;
- Managing compliance with major site Construction Management Plans or strategic conditions on sites identified as particularly sensitive.

Priority Medium breaches are those causing demonstrable harm to amenity or other demonstrable planning harm including:-

- Unauthorised works or change of use of buildings or land (not considered to be causing significant harm);
- Development contrary to key or significant national or local policies (not considered to be very serious breaches);
- Unauthorised development that is within 6 months of the statutory period of time in which action could be taken (not considered to be very serious breaches);
- Listed Buildings in need of works to protect the integrity of the structure (that are not deemed authorised);
- Compliance with key conditions on sites where this has been identified as necessary (not considered to be very serious breaches);
- Demolition work without prior notification (not considered to be very serious breaches).

Low Priority breaches are those causing minor harm to amenity or other minor harm, including:

- Unauthorised advertisements;
- Minor unauthorised works with limited amenity or other impact;
- Untidy land
- Breaches of conditions with limited amenity or other impact;
- Small scale unauthorised changes of use or operational development.

3.5 We intend to respond to all breaches but in the priority order identified above and subject to resources and strategic objectives.

4 Timescales

4.1 It is important we manage cases within a reasonable time-scale. We have to balance this against demands on resources and the complexity of each case. This table sets out targets but more complex cases may require longer and we will exercise our discretion to manage each case in the most appropriate way to achieve the optimum outcome ensuring that we are **consistent** and **proportionate** in our actions. Wherever possible the maximum times below will be achieved and any departure from this will be notified to interested parties with an amended deadline in the interests of **transparency**.

	Acknowledgement*	First site visit*	Resolution***
High Priority	2 days**	3 days**	2 months
Medium Priority	3 days**	7 days**	4 months
Low Priority	3 days**	15 days**	6 months

*from receipt in enforcement section

**working days

***application submitted; formal action taken or closure/not expedient

- 4.2 Similarly, where it is decided that the breach can be regularised through the submission of a planning application we will generally require this to be submitted within 28 days. If justified we will consider allowing an extension of time. This will be evaluated on an individual case basis. Complainants will be notified if this is considered necessary.
- 4.3 Some breaches will require unsociable hours monitoring. We will endeavour to do this with the resource that we have but do not have sufficient resource to provide this service for any but High Priority cases where there are issues of significant harm that can only be identified during these hours. We encourage and support complainants to collect their own evidence in support of their concerns where it is safe and reasonable for them to do so and where it can be done in compliance with GDPR.

5 Communication

- 5.1 Where potential breaches have been highlighted they will be acknowledged quickly in accordance with the timescales identified above. Each case will have a designated Officer. We will provide the name of the Officer investigating the matter to the customer and details of how they can be contacted both via email and telephone.
- 5.2 We will keep all recorded interested parties informed as to the progress of an investigation and where formal action is necessary make it clear as to why the Local Planning Authority intends to take such action. Where it is decided that it is not expedient to take enforcement action we will inform complainants of the reasons. Where the Council issues a statutory notice, all parties served with a copy of the notice will be informed of any appeal procedure and advised in writing of the consequences of non-compliance with such a notice.

6 Matters we will not investigate:

- 6.1 When it is proposed to take no further action, because no breach has occurred, a minor or insignificant breach has occurred, or there is insufficient evidence to pursue the matter, the person who complained of the breach will be notified and an explanation provided of the Council's reason(s) for the purposes of **transparency**. The following are examples of matters included in this category:

- Repeated complaints on matters that have been investigated and concluded with no evidence of further breaches (in such cases complaints will be directed to the Council's Corporate Complaints process);
- Matters that do not constitute planning breaches;
- Boundary disputes and other private law matters;
- Breaches where a regularising planning application has already been submitted;
- Anonymous complaints;
- Minor amendments to development that could have been approved as part of an original planning permission;
- Matters which amount to trivial or technical breaches which cause no material harm or adverse impact on the amenity of the site or the surrounding area.

6.2 To avoid the unnecessary use of resources anonymous reports of suspected breaches of planning control will only be pursued in exceptional circumstances. Other matters which are not considered a priority may not be actioned due to resources committed to other high priority matters and complainants will be notified of this. Formal action will not be taken where an application has been or is imminently to be submitted and is likely to be recommended for approval. We may negotiate voluntary undertakings to allow us time to resolve the matter or await the submission of a planning application where it is not a High Priority. Failure to comply with a voluntary undertaking could result in further action.

7 Proactive Monitoring

7.1 In order to maintain confidence in the Council it is important we manage development and change within national and local policy parameters. Selby Council places a high priority on the quality of life our residents can expect. . Not all departures from our policy will constitute a breach of planning regulations. Cases need to be managed to avoid jeopardising our ability to act on priority cases and those that require more protracted input.

7.2 In some cases reflecting the sensitivity of a development the Council will actively monitor planning conditions where these have been specifically designated as a priority. This will be evaluated on a case specific basis and a standard informative will be included on planning permissions which highlight these priority conditions.

8. Partnership working

8.1 In certain instances partnership working is crucial to effective enforcement. Team members will work with other colleagues including Environmental Health, (NYCC) Highways, Building Control and Council Tax to ensure we are

consistent, deal with any issue in the most efficient way and align any enforcement actions to complement each other. It is not appropriate for complainants to have to refer their concerns to each individual department and this should be managed by Officers who will share information and work effectively together.

8.2 We are always willing to look at partnering with other organisations to help us identify best practice through bench marking. This engenders a reflective process that will enable us to innovate to improve Selby's services.

9. Statutory/Formal Notices

9.1 The following enforcement options will be available when it is considered necessary to take formal action:

- **Planning Contravention Notice** (S171C of the T&CP Act 1990) to request information on operations where it is suspected a breach has occurred;
- **Breach of Condition Notice** (Section 187A of the T&CP Act 1990). This is usually reserved for significant breaches of conditions but with maximum fine of £1,000 if, after the compliance period, any condition specified in it has not been complied with, and the steps specified have not been taken or the activities specified have not ceased;
- **Enforcement Notice** (S172 of the T&CP Act 1990) which can be used to impose conditions to remove harm where a planning application to regularise the use has been declined or where the use is unacceptable and it is not appropriate to negotiate or regularise the use.
- **Listed Building Enforcement Notice and Conservation Area Notice** (Town and Country Planning Act 1990 and the Planning Listed Buildings and Conservation Areas Act 1990) can be used to require steps needed to restore or alleviate effects of unlawful works. This power can be used to enter the property and carry out the works and recover reasonable expenses**;
- **Stop Notice** (S183 of the T&CP Act 1990) where a breach is causing serious harm that could not be removed or alleviated by the imposition of conditions such that it imperative the use be stopped as soon as possible. It must relate to an Enforcement Notice. The Maximum fine for failure to comply is £20,000. Costs may be levied against the authority (Where the associated enforcement notice is quashed, varied or withdrawn or the stop notice is withdrawn compensation may be payable in certain circumstances and subject to various limitations).;
- **Temporary Stop Notice** (S171E of the T&CP Act 1990). This can be served without an accompanying Enforcement Notice and carries the same maximum fine as a Stop Notice;
- **Section 215 Notice** (S215 of the T&CP Act 1990). Can be used where the

condition or appearance of land or buildings cannot be resolved or improved by negotiation. Maximum fine is £1,000 but is augmented by a £100 per day further fine following conviction. Direct action* (S178 & S219 of T&CP Act 1990) can be taken in which the Local Authority do the necessary work (other than discontinuance of the land) and the cost of this levied (S178 & S210 of the T&CP Act 1990) against the land or property;

- **Prosecution** can be undertaken where the service of any of the above notices has not satisfactorily resolved the matter. It can also be used to deal with unauthorised works to a Preserved Tree, to secure removal of an unauthorised advertisement and works to a Listed Building where it has not been possible to resolve this.
- **Injunction** (S187B of the T&CP Act 1990) is useful for High Priority breaches with very serious amenity impact and may use this where formal Enforcement action has not been effective or as an alternative to Enforcement Notices. This is managed through the courts and requires an understanding and appreciation of planning matters in the court to be effective. It can result in incarceration and can be a costly action and should therefore be considered carefully before use.

Please visit National Planning Policy Guidance website for more details of Planning Enforcement Powers: <https://www.gov.uk/guidance/ensuring-effective-enforcement#planning-enforcement--overview>

*As part of an identified broader strategy

** carrying out work without the necessary listed building consent, or failing to comply with a condition attached to that consent, whereby such works etc materially affect the historic or architectural significance of the building, is an offence under section 9 of that Act – whether or not an enforcement notice has first been issued; carrying out work without the required planning permission for relevant demolition, or failing to comply with a condition attached to that planning permission is an offence under section 196D of the Town and Country Planning Act 1990.

10. Appeals

- 10.1 Legislation provides for a right of appeal to the Secretary of State in given circumstances. However, to make this process as transparent as possible, we will inform individuals of any rights to representation or appeal and give information on the process involved in writing as soon as possible after the decision has been made.

11. Comments, Compliments and Complaints

- 11.1 It is our aim to be accountable for our actions. This is why we offer everyone the chance to have their say about how their experience with the Council has been. We offer this through our Comments Compliments and Complaints Policy which is available to view on www.selby.gov.uk.

12 Review

- 12.1 To ensure we are accountable we will review performance regularly and publish management reports to Executive. We will also report to an Enforcement focus group consisting of the Chair of Planning committee, Head of Planning and Principal Enforcement Officer on a regular basis. In addition we will report ofn progress in 6 months and fully review the Enforcement Management Plan every three years, but will amend as necessary to meet regulatory and policy changes.

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Draft Policy Review Committee Work Programme 2019-20

Date of Meeting	Topic	Action Required
11 June 2019	Work Programme 2019-20	To review and amend the committee's work programme for 2019-20 as required.
	North Yorkshire Home Choice – Choice Based Lettings	To receive information regarding the impact of changes to the North Yorkshire Home Choice, i.e. withdrawal of City of York Council from the scheme, and the effect this will have on Selby District.
	Taxi Licensing Policy	To receive an update on the refresh of the Council's Taxi Licensing Policy.
23 July 2019	Work Programme 2019-20	To review and amend the committee's work programme for 2019-20 as required.
	Empty Homes Strategy	To examine the Council's Empty Homes Strategy.
10 September 2019	Air Quality Action Plan	To examine the Air Quality Action Plan and any progress made against it a year on from its adoption in September 2018.
	Housing, Affordable Housing and Housing Need at SDC – An Overview	To receive a presentation and accompanying report giving an overview of the housing service at Selby District Council, including affordable housing and housing need.
	Work Programme 2019-20	To review and amend the committee's work programme for 2019-20 as required.

	Medium Term Financial Strategy	To comment on the Medium Term Financial Strategy.
15 October 2019	Work Programme 2019-20	To review and amend the committee's work programme for 2019-20 as required.
	Draft Council Plan 2030	To consider and comment on the Draft Council Plan 2030.
	Housing Revenue Account Business Plan	To comment on the HRA Business Plan, following consideration and (recommended) approval of the Business Plan for consultation by the Executive on 5 September 2019.
	Empty Homes Targets Benchmarking	To consider targets for empty homes with additional benchmarking information from other local authorities.
	Planning Enforcement Management Plan	To review and comment on the implementation of the Planning Enforcement Management Plan following 6 months of operation.
	Universal Credit Update	To receive an update on the implementation and running of Universal Credit. Update moved to April 2020 due to availability of figures from central government.
	The Low Carbon Agenda / Proposals for establishing a Policy Review Low Carbon Working Group	This report looks to progress Councillor Musgrave's proposal at Council on 17 September that the Council establishes a Policy Review working group to lead on the development of the Council's approach to the challenges of low carbon. It requests that Members discuss and agree a Terms of Reference, which sets out options for the scope of the group. It also provides Members with details of current projects and suggests potential opportunities for further action to address climate change.

10 December 2019	Financial Budget 2020-21 <i>It has been suggested by the Quarterly Exec/Scrutiny Work Programme Group for this provisional date to be used to consider the Budget 2020-21.</i>	To review and comment on the Council's proposed 2020-21 Financial Budget.
	North Yorkshire Home Choice	To consider the current North Yorkshire Home Choice arrangements for Selby and discuss the Council's future involvement in the scheme.
14 January 2020	Work Programme 2019/20 and Work Programme Planning for 2020/21	To review and amend the committee's work programme for the rest of the 2019-20 year as required, and begin to plan the Committee's Work Programme for the 2020-21 year.
	Licensing Policy	To consider the revised Licensing Policy.
	Animal Licensing Policy	To consider the revised Animal Licensing Policy.
	Private Sector Housing Assistance Policy	To review the Private Sector Housing Assistance Policy adopted in April 2018.
	Car Parking Policy/Strategy	To review and receive an update on the Car Parking Policy/Strategy originally adopted in 2017.
	Alcohol Licensing Policy Review	To comment on the review of the Council's Alcohol Licensing Policy.

7 April 2020	Work Programme Planning for 2020-21	To review and finalise the Committee's Work Programme for the 2020-20 year.
	Annual Report of the Policy Review Committee 2019-20	To review and approve the Annual Report 2019-20 of the Policy Review Committee.
	Universal Credit Update	To receive an update on the implementation and running of Universal Credit.

The following **provisional** dates are also in the Democratic Services calendar for provisional meetings if required: **10 December 2019 and 10 March 2020.**

Other potential items for 2019-20 and beyond: (*It is for the Committee decide when they feel it would be appropriate to consider these matters, i.e. at which meetings*)

- **PLAN Selby** – will be re-added to work plan when new timetable for consideration is known.
- **Taxi Licensing Policy** – add back on to the work programme if referred back to the Committee by the Executive.
- **Recycling** – It may be better for Scrutiny Committee to look at this - elements could be considered by Policy Review Committee but it would need to be at the right point. A Task and Finish Group has been established to consider the matter – look at again when the T&F group have finished their work.
- **Street Cleansing** – As above, this could be considered separately from the recycling service element.
- **AirBnB Homes and their Impact** – The Committee agreed that this was not currently an issue for the Selby District but could be in the future – keep under review.

Deep Dives/Working Groups – potential items

- Housing Matters - ongoing