



Meeting: **SCRUTINY COMMITTEE**  
Date: **THURSDAY, 4 JULY 2019**  
Time: **5.00 PM**  
Venue: **MEETING ROOM 2 - CIVIC CENTRE, DONCASTER ROAD, SELBY, YO8 9FT**  
To: **Councillors Shaw-Wright (Chair), W Nichols (Vice-Chair), R Sweeting, A Lee, J McCartney, N Reader, M Topping and P Welburn**

## 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](http://www.selby.gov.uk).

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

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

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

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

### 3. Minutes (Pages 1 - 10)

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 12 March 2019.

### 4. Chair's Address to the Scrutiny Committee

### 5. Scrutiny Committee Work Programme and Executive Meeting Dates 2019-20 (S/19/1) (Pages 11 - 38)

To agree items for inclusion on the Work Programme 2019-20 and note the meeting dates for the Executive in 2019-20 and agree Scrutiny Committee Member attendance at these meetings.

**6. Vale of York CCG and Yorkshire Ambulance Service**

To hear from the Vale of York Clinical Commissioning Group (Becky Case) and Yorkshire Ambulance Service (Chris Dexter) about their work and the provision of patient transport services.

**7. Yorkshire Water: Future of Brayton Barff**

To hear from Geoff Lomas from Yorkshire Water about the management of Brayton Barff and the company's future plans for the site.

**8. Scrutiny Committee Draft Annual Report 2018-19 (S/19/2) (Pages 39 - 74)**

To consider and approve the Scrutiny Committee Annual Report 2018-19.

**9. Corporate Performance Report Quarter 4 2018-19 (January to March) and Year End 2018-19 (S/19/3) (Pages 75 - 98)**

The Scrutiny Committee is asked to consider the report of the Head of Business Development and Improvement which provides a progress update on delivery of the Council's Corporate Plan 2015-20, as measured by a combination of progress against priority projects/high level actions and performance against KPIs.

**10. Financial Results and Budget Exceptions Report to 31 March 2019 (S/19/4) (Pages 99 - 148)**

To consider the contents of the report and make any comments on the Council's financial results and budget exceptions.

**11. Treasury Management Annual Review 2018-19 (S/19/5) (Pages 149 - 164)**

To consider the contents of the report and make any comments on the Council's treasury management.

**12. Review of Community Centres (S/19/6) (Pages 165 - 176)**

To ask the Committee to confirm that they wish to continue with the review, agree the proposed scope and methodology and establish a Task and Finish Group.

**13. Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities: Information Report (S/19/7) (Pages 177 - 214)**

The Scrutiny Committee is asked to receive the information report of the Democratic Services Officer which provides an overview of the recently issued

Government guidance on overview and scrutiny in local and combined authorities.

*Janet Waggott*

**Janet Waggott, Chief Executive**

<p><b>Dates of next meetings (5.00pm)</b> Thursday, 26 September 2019</p>
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Enquiries relating to this agenda, please contact Victoria Foreman on vforeman@selby.gov.uk or 01757 292046.

**Recording at Council Meetings**

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## Minutes

### Scrutiny Committee

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Venue:	Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Tuesday, 12 March 2019
Time:	5.00 pm
Present:	Councillors W Nichols (Chair), S Duckett (Vice-Chair), D Buckle, I Chilvers, D Mackay, D White and C Pearson
Officers present:	Karen Iveson, Chief Finance Officer, Julie Slatter, Director of Corporate Services and Commissioning, Dave Caulfield, Director of Economic Regeneration and Place, Stuart Robinson, Head of Business Development and Improvement, Sarah Thompson, Housing and Environmental Health Service Manager, Chris Kwasniewski, Olympia Park Project Manager and Victoria Foreman, Democratic Services Officer
Others present:	Councillor C Pearson, Lead Executive Member for Housing, Health and Culture
Public:	0
Press:	0

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#### **52 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor L Casling.

#### **53 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

#### **54 MINUTES**

The Committee considered the minutes of the meeting held on 25 January 2019.

**RESOLVED:**

**To approve the minutes of the Scrutiny Committee meeting held on 25 January 2019 for signing by the Chair.**

**55 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE**

There was no address from the Chair.

**56 WORK PROGRAMME 2018-19 AND 2019-20**

Members considered the work programme for 2018-19 and the draft programme for 2019-20.

Members asked that Yorkshire Water be invited to the July 2019 meeting of the Committee to talk about the management of, and any future plans for, Brayton Barff.

**RESOLVED:**

- i. To note the work programmes for 2018-19 and 2019-20.**
- ii. To ask the Democratic Services Officer to invite Yorkshire Water to the July 2019 meeting of the Committee to talk about the management of, and any future plans for, Brayton Barff.**

**57 CORPORATE PERFORMANCE REPORT - QUARTER 3 - 2018/19 (OCTOBER TO DECEMBER) - S/18/24**

The Committee received the report of the Head of Business Development and Improvement which asked the Committee to consider the contents and make any comments on the Council's performance.

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

The Committee noted that performance had improved or exceeded targets in relation to economic growth service delivery, housebuilding, emergency and urgent repairs to council owned properties, empty homes brought back into use, missed bins, planning application processing, processing new benefit claims, average wait times for customer phone calls and advisors and the responses to Stage 2 complaints.

However, performance in relation to the re-letting of properties, average sick days, visits to combined leisure centres and delivery of savings had not gone so well.

In relation to visits to the leisure centres, the Committee suggested that

advertising at Sherburn train station be looked into, as the service between Sherburn and Selby was now better and more regular. Northern Rail had provided community noticeboards at Sherburn station which could be easily utilised.

Members acknowledged the ongoing issues with recruiting trades staff, which had an impact on the Council's ability to turn around vacant properties, some of which were in a poor state of repair and needed a great deal of remedial work. Members were pleased to note that some temporary staff had been recruited to the repairs team in order to improve the time taken to do repairs work. The Committee were pleased to note that the winner of Selby's Apprentice of the Year award had also been nominated for a national award.

A query was raised regarding the use of the showers at the leisure centre in Selby, including unpleasant smells that had been raised by members of the public. Officers explained that they were aware of occasional difficulties with drainage on the site which was likely to be the cause of the smell.

**RESOLVED:**

**To note the Council's performance for Quarter 3 (October to December 2018).**

**58 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 DECEMBER 2018 (Q3) - S/18/25**

The Committee received the report of the Chief Finance Officer which asked the Committee to consider the contents of the report and make any comments on the Council's financial results and budget exceptions.

Members noted that at the end of quarter 3, the General Fund was indicating an outturn surplus of (£71k). There were a number of variances (positive and negative) which made up the surplus, including a shortfall on planned savings, staffing savings, changes in waste and recycling income and higher investment income. The HRA was indicating an outturn surplus of (£401k), (£348k) at Q2, which was mainly driven by lower external borrowing requirements, investment income, offset by lower rents and grants.

The Committee acknowledged that planned savings for the year had already been achieved in the HRA. However, General Fund savings were showing a forecast shortfall of £198k. The capital programme was currently forecasting an underspend of (£8,425k); (£4,817k) GF and (£3,608k) HRA. In the general fund, the majority related to loans to Selby and District Housing Trust, Disabled Facilities Grants, asset maintenance and ICT systems, some of which would be required to be carried forward to 2019/20 to meet project profiles. Similarly within the HRA slippage in the Housing Development Programme would mean that funds would need to be carried forward to complete planned work.

Officers explained that the Programme for Growth was established as part of the budget setting process; the P4G projects would be delivered over multiple years, and therefore showed a total project value rather than in-year delivery.

**RESOLVED:**

**To note the Council's financial results and budget exceptions to 31 December 2018 (Quarter 3).**

**59 TREASURY MANAGEMENT QUARTERLY UPDATE Q3 2018/19 - S/18/26**

The Committee received the report of the Chief Finance Officer which asked Members to consider the contents of the report and make any comments on the Council's treasury management.

The report reviewed the Council's borrowing and investment activity (Treasury Management) for the period 1 April 2018 to 30 November 2018 (Q3) and presented performance against the Prudential Indicators.

Members noted that on average the Council's investments totalled £64.3m over the first three quarters at an average rate of 0.77% and earned interest of £331k (£231k allocated to the General Fund; £100k allocated to the HRA) which was £171k above the year to date budget. Whilst cash balances were expected to reduce over the year, and Brexit was creating uncertainty in the markets, returns were forecasted in the region of £491k (£343k GF, £148k HRA), a budget surplus of £251k. It was proposed that any amount allocated to the General Fund above £300k was transferred to the contingency reserve, in line with the approved Medium Term Financial Strategy.

Officers explained that long-term borrowing had totalled £59.3m at 30 November 2018, (£1.6m relating to the General Fund; £57.7m relating to the HRA), interest payments of £2.5m were forecast for 2018/19, a saving of £0.3m against budget, which was due to deferral of borrowing assumed for the Housing Development Programme. The Council had no short term borrowing in place as at 31 March 2018, and had not undertaken any during 2018-19. The Council's affordable limits for borrowing were not breached during this period.

The Committee acknowledged that at the end of October, £5m was invested in Property Funds, split equally between Blackrock and Threadneedle. Returns achieved against Property Fund investments would be allocated against the GF savings target. Entry fees would be treated as revenue expenses and offset against returns in year one.

Members queried the recent acquisitions by the Council of the two former Natwest banks in Selby and Tadcaster. Officers explained that the development of future plans for both of the premises had been slower than anticipated, but that a project group was looking at potential uses for both sites, and Members would be kept informed as to any developments.



The Committee were keen for the buildings to be brought back into use as soon as possible, and supported the idea of a mix of residential and commercial spaces at both the Selby and Tadcaster sites.

**RESOLVED:**

**To note the Council's treasury management update for Quarter 3.**

**60 REVIEW OF COMMUNITY CENTRES - S/18/27**

The Committee received the report of the Housing and Environmental Health Service Manager and Housing Strategy Officer, which asked them to agree the scope and methodology to review and establish a Task and Finish Group, in partnership with the Council's Tenant Scrutiny Panel, to help facilitate a review of Community Centres, which would include a district-wide consultation.

Councillor C Pearson, Lead Executive Member for Housing, Health and Culture was in attendance at the meeting, and introduced the item.

The Committee noted that previous reviews have taken place in regards to Community Centres. Most notably in 2010, following a report to the Social Board, the decision was made to sell the poorly used centre at Womersley and convert the centre at Kellington into a residential unit. This left the Council with the 10 centres it had today:

- Anne Sharpe Centre, St Edwards Close, Byram
- Westfield Court Centre, Westfield Court, Eggborough
- Coultish Centre, Charles Street, Selby
- Cunliffe Centre, Petre Avenue, Selby
- Harold Mills House, North Crescent, Sherburn-in-Elmet
- Lady Popplewell Centre, Beechwood Close, Sherburn-in-Elmet
- Grove House, Grove Crescent, South Milford
- Calcaria House, Windmill Rise, Tadcaster
- Kelcbar, Kelcbar Close, Tadcaster
- Rosemary House, Rosemary Court

Reviewing the Community Centres had been suggested as a piece of work in June 2015, following a proposal from Councillor Buckle. Primary concerns were raised around the poor use of the centres, running costs and lack of community engagement. Considerable discussions took place between the Committee and Lead Officer for Community Support, but it was not felt a Task and Finish Group was required at that stage. It was however agreed that work would be undertaken to try and address the issues raised by Committee as to the use of the centres.

Members acknowledged that since 2015, public WiFi has been installed into almost every centre, and a new booking system created and managed by the Customer Contact Centre, in the hopes of encouraging

new community and private sector interest in the centres. An investment of £78,000 over two years had also been agreed in 2017 to facilitate security and access improvements. However, the same concerns regarding community usage and value for money remained, and it was therefore important that this work was revisited and progressed, and that a review was undertaken to inform a way forward.

The Committee discussed the report and agreed it would be better to pick members for the Task and Finish Group after the May 2019 local elections. However, it was suggested that Scrutiny Committee members could assist Officers with the scoping of the work in the few weeks prior to the elections; the Chair asked for volunteers to do so. Councillors Buckle, Duckett and the Chair herself volunteered to meet Officers and undertake this work in the next few weeks.

**RESOLVED:**

- i. To defer the establishing of a Task and Finish Group until after the May 2019 elections.**
- ii. That Councillors Buckle, Duckett and Nichols meet with Officers to offer guidance and ideas for the scoping of the review into Community Centres, before the May 2019 elections.**

**61 OLYMPIA PARK - UPDATE ON PROGRESS AND NEXT STEPS - S/18/28**

The Committee considered the report of the Olympia Park Project Manager which asked Members to note the work carried out to date, and the proposed next steps, to enable the delivery of Olympia Park.

Members were pleased to note that Homes England had now issued a formal offer letter to the Council confirming the award of the £8.878 million grant, subject to certain conditions being satisfied, mainly relating to the Council providing details about how the grant would be spent and ensuring that a comprehensive scheme was delivered for the whole site. The Council was required to complete a Grant Determination (funding) Agreement with Homes England by the 31 March 2019 to enable the funding to be drawn down.

The Committee understood that the HIF investment would have a major impact on accelerating the delivery of the site, targeting funding at the construction of the access road from the by-pass and contributing to the cost of utilities and site preparation works. The investment would act as a catalyst for future development, but a crucial role for the Council would be to guarantee that mechanisms were put into place to ensure that comprehensive proposals were developed for the site, and that landowners/developers contributed towards the provision of common infrastructure.

Officers explained that the HIF investment had to be spent by 31 March

2021. In order to achieve this critical deadline the Council would be working collaboratively with all of the landowners to prepare the necessary legal agreements for them to commit to the design and delivery of a comprehensive, integrated scheme for the whole site. Until legal agreements were signed with the respective landowners, this would remain a project risk that would need to be actively managed by the Council.

The Committee acknowledged that the HIF funding could be supplemented by additional investment from the York, North Yorkshire and East Riding LEP. Up to £1.2 million of investment had been agreed in principle, subject to the approval of a Detailed Business Case, which was being prepared. It was anticipated that this would be considered by the LEP's Board for approval in June 2019.

Members noted that to help ensure the delivery of a comprehensive scheme, the Council was developing a planning strategy for the Olympia Park site based on the preparation of a Planning Brief and Masterplan for the area, likely to be published in consultation draft form in June 2019. The document would set out design principles and an overall vision for the site, including the indicative location of key infrastructure such the primary school, neighbourhood centre and open space and it will establish a planning framework for determining future planning applications. The document was dependent on approval by the Council's Executive, after which it would be subject to a 6 week public consultation period in June/July. Representations made at this stage would be considered prior to the document being formally approved in the autumn of 2019.

It was expected that a detailed planning application for the construction of the access road was likely to be submitted in June 2019 in order to meet the HIF investment timescales. Subsequent outline/hybrid planning applications for the development of the site for housing, employment and community uses would be submitted by the landowners and/or their development partners towards the end of 2019 once the Development Brief and Masterplan had been approved by the Council.

Members were pleased to hear that the Council had established a strong governance structure to oversee the development of the Olympia Park project that included a Board (chaired by the Director of Economic Regeneration and Place) and a Project Team that met on a monthly basis.

The Council was continuing its important enabling role, brokering meetings between the landowners who control the site and their potential development partners, to ensure that a comprehensive development strategy was agreed for the site for a scheme that had appropriate links to the town centre and neighbouring communities.

Members asked Officers to check a recently submitted planning application for two additional silos by Cemex who were present occupiers of the Olympia Park site. Officers explained to the Committee that the

impacts on future residential development of existing employment activities on the site, such as noise and smells, were being considered carefully as part of the design of the scheme.

**RESOLVED:**

**To note the work carried out to date and the proposed next steps to enable the delivery of Olympia Park.**

**62 EMERGENCY PLANNING UPDATE - S/18/29**

Members received the report of the Head of Operational Services which asked the Committee to note the Council's arrangements for emergency planning and the incidents for which an emergency response had been necessary during the last 12 months.

The Committee were pleased to note that during the last year there had only been one incident which had required the North Yorkshire Resilience Forum to notify NYLRF of an incident which may have a serious public or community impact in the Selby District. This related to a methane gas leak in Tadcaster, which was still a live incident.

Members were informed that a multi-agency group including Selby District Council, North Yorkshire County Council, North Yorkshire Police, NY Fire Service, Northern Gas Network, Yorkshire Water, Public Health, Northern Powergrid, and the Environment Agency had responded to the incident.

The Committee noted that the incident was first reported on 23 December 2018 and was an unusual event which had focused on identifying the source of the gas and ensuring the safety of the community affected until such time as the source could be found and mitigated. In addition to the live incident, the Council was also involved in planning for the Tour de Yorkshire, the UCI and Brexit.

Members suggested that the Committee could undertake further work on flood preparedness, emergency planning and how to encourage flood wardens to volunteer. Members agreed that North Yorkshire County Council's emergency planning lead, Wendy Muldoon, be invited to a future meeting of the Committee to talk about flooding and its links to emergency planning.

**RESOLVED:**

- i. To note the Council's arrangements for emergency planning and the incident for which an emergency response had been necessary during the last 12 months.**
- ii. To ask the Democratic Services Officer to add NYCC Emergency Planning to the Committee's work plan for 2019-20, and to invite Wendy Muldoon from NYCC to talk to Members about flood preparedness and flood warden schemes.**

The meeting closed at 5.53 pm.

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**Report Reference Number:** S/19/1

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Ward(s) Affected:** All  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Officer:** Palbinder Mann, Democratic Services Manager

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**Title: Scrutiny Committee Work Programme and Executive Meeting Dates 2019-20**

**Summary:**

Councillors are asked to consider items for inclusion on the Scrutiny Committee Work Programme for the 2019-20 municipal year. The Committee are also asked to note the meeting dates for the Executive in 2019-20 in order to agree attendance at these meetings by Scrutiny Committee Members.

**Recommendations:**

- i. That the Committee agree items for inclusion on the Work Programme 2019-20.**
- ii. That the Committee note the meeting dates for the Executive in 2019-20 and agree Scrutiny Committee Member attendance at these meetings.**

**Reasons for recommendation**

To ensure the Scrutiny Committee establishes a Work Programme that effectively scrutinises and contributes to supporting service improvement and delivery against the Council's Corporate Plan priorities, and to progress the relationship between the Scrutiny Committee and the Executive to facilitate the development of scrutiny at Selby District Council.

**1. Introduction and background**

- 1.1 The Scrutiny Committee annually formulates a Work Programme setting out their planned work for the year ahead.
- 1.1 The draft Work Programme for 2019-20 is provided in Appendix A of the report. A table of suggested selection criteria is provided in Appendix B of the report.
- 1.2 The LGA Peer Challenge in November 2017 identified strengthening scrutiny at Selby as a key recommendation. A number of suggestions were made as

to how to move forward with the task of developing scrutiny. One of these was encouraging the attendance of a Member of the Scrutiny Committee at each Executive meeting.

- 1.3 The schedule of Executive meetings for 2019-20 is attached at Appendix E for the Committee to note and agree Scrutiny Member attendance at each meeting; the suggestion of the Scrutiny Working Group was that this could be organised on a 'rota' basis.

## **2. The Report**

- 2.1 Councillors are reminded that the role of the Scrutiny Committee is to implement an annual Work Programme which effectively scrutinises the decisions, actions and performance of the Council, those of its partner organisations and agencies delivering services within Selby District. A key aspect of the Work Programme is that it should be owned and developed by Councillors.

- 2.1 The Work Programme sets out the items to be considered at the scheduled meetings of the Committee. The provisional meetings scheduled will only be held, should the Committee decide there is an urgent issue which needs discussing.

- 2.2 Councillors may wish to supplement the scheduled meetings with an additional Task and Finish Group, to undertake an in-depth investigation.

- 2.3 The development of Scrutiny at Selby District Council was identified as requiring improvement by the LGA Peer Review Team; as such, raising the profile of the Scrutiny Committee at Executive meetings would contribute towards these improvements.

## **3. Alternative Options Considered**

None.

## **4. Implications**

### **4.1 Legal Implications**

Effective Scrutiny arrangements form part of the governance framework of the Council.

### **4.2 Financial Implications**

Travel expenses may be incurred for Councillors attending meetings.

### **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.

#### **4.5 Resource Implications**

Through improving the work of scrutiny at Selby there may be some minor resource implications for officers in supporting the work of the Committee, such as reviews or 'deep dives' into specific subjects. It is anticipated that these will be contained within existing budgets.

#### **4.6 Other Implications**

Not applicable.

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

Not applicable.

### **5. Conclusion**

- 5.1** That the Scrutiny Committee considers items for inclusion on the annual Work Programme for 2019-20 and agrees the topics to be discussed over the forthcoming year, and agrees Scrutiny Committee Member attendance at Executive meetings in 2019-20.

### **6. Background Documents**

None.

### **7. Appendices**

Appendix A – Draft Work Programme for 2019-20  
Appendix B – Suggested Selection Criteria  
Appendix C – Scrutiny Committee Terms of Reference  
Appendix D – Forward Plan July 2019 to October 2019  
Appendix E – Executive Meeting Dates 2019-20

#### **Contact Officer:**

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**Scrutiny Committee Work Plan for 2019-20**

Please note that any items 'called in' will be considered at the next available meeting. Councillor Call for Action will also be considered at the next available meeting. **PROVISIONAL DATES FOR 2019-20** – 24 October, 19 December, 20 February, 23 April

Date of meeting	Topic	Action required
4 July 2019	Annual Report 2018-19	To consider and approve the Scrutiny Committee Annual report for 2018-19.
	Work Programme 2019-20	To consider the Scrutiny Committee's Work Programme for 2019-20.
	Corporate Performance Report – Q4	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Treasury Management Monitoring Report - Q4	To consider the Council's Treasury Management Activity for Q4 and the performance against the prudential indicators.
	Financial Results and Budget Exceptions - Q4	To consider the financial results and budget exceptions report for Q4. This report now also includes the Programme for Growth quarterly update.
	Review of Community Centres	To agree the scope and methodology of the review and establish a Task and Finish group, in partnership with the Council's Tenant Scrutiny Panel, to help facilitate a review of Community Centres which would include a district-wide consultation.
	New Scrutiny Guidance	To consider the new Scrutiny Guidance from the Government and in the context of scrutiny at Selby.

	Vale of York CCG and Yorkshire Ambulance Service	To hear from the Vale of York CCG and YAS about their work and the provision of patient transport services.
	Yorkshire Water – Brayton Barff	To hear from Geoff Lomas from Yorkshire Water about their plans for Brayton Barff.
<b>26 September 2019</b>	Work Programme 2019-20	To consider the Committee’s work programme for 2019-20
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council’s Emergency Response Team have dealt with.
	Barlow and Hambleton Hough Annual Report	To consider the annual report by the Wildlife Trust for Barlow and Hambleton Hough.
	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council’s Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions - Q1	To consider the financial results and budget exceptions report for Q1. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report - Q1	To consider the Council’s Treasury Management Activity for Q1 and the performance against the prudential indicators.
	Leisure Annual Review	To discuss the Annual Review of the Council’s leisure services.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Housing Development Programme	To receive an update on the Housing Development Programme.
	Housing Revenue Account Business Plan	To consider and comment on the proposed Housing Revenue Account Business Plan.

	Tour de Yorkshire 2019 – Evaluation	To evaluate the impacts and successes of the 2019 Tour de Yorkshire on the District.
<b>21 November 2019</b>	Police Co-Location and Contact Centre Move	To consider the impact of the Police co-location and Contact Centre move after six months of operation.
	NYCC Emergency Planning (Flood Preparedness)	To ask NYCC's Emergency Planning Team to talk to the Committee about flood preparedness, emergency planning and flood wardens.
	NYCC Director of Public Health Annual Report 2018-19	To consider the annual report of the Director of Public Health from NYCC.
	Financial Results and Budget Exceptions - Q2	To consider the financial results and budget exceptions report for Q2. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report - Q2	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Work Programme 2019-20	To consider the Committee's work programme for 2019-20.
	Economic Development Framework Update	To receive an update on the progress of the Council's Economic Development Framework.
	Local Enterprise Partnership	To consider the work of the Local Enterprise Partnership.
<b>23 January 2020</b>	Community Partnerships	To consider the report on Community Partnerships.
	MP Nigel Adams	The MP for Selby and Ainsty will be invited to the meeting to discuss local issues.
	6-monthly Emergency Planning Incidents	To receive an update on incidents to which the Council's

	Update	Emergency Response Team have dealt with.
	Corporate Performance Report – Q2	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2018-19	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2018-19.
	Scrutiny Committee Work Programme 2019-20 and Planning for 2020-21	To consider and plan the Committee's work plan for 2018/19 and planning for 2020-21.
<b>19 March 2020</b>	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions – Q3	To consider the financial results and budget exceptions report for Q3. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report – Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Visitor Economy Strategy and Action Plan – Annual Review	To consider the annual review of the Visitor Economy Strategy and Action Plan.
	Scrutiny Committee Work Programme for 2020-21	To consider and agree the Committee's work plan for the next municipal year, 2020-21.

**Other issues to be added to the work plan as appropriate in 2019-20 and 2020-21:**

- Empty Homes/Voids – following Executive consideration
- Regular monitoring of the performance of Planning Enforcement – suggested by Policy Review Committee who have considered the new Planning Enforcement Management Plan – Members are asked to consider how they would like to do this.
- Police Complaints Handling by the PCC: Report from Police, Fire and Crime Panel – tie in with work of the Police, Crime and Fire Panel (PFCP) on examining this; add to work plan when PFCP look at the matter in 2019-20.
- Car Parking Strategy and Tariffs Review – to be added back onto the work programme when new tariffs have been implemented (2019-20)
- Recycling Task and Finish Group Findings

**‘Deep Dives’/‘Scrutiny in a Day’ Reviews**

- Review of Planning Enforcement (Policy Review Committee are undertaking elements of this work)
- Review of Safer Selby Hub and Anti-Social Behaviour
- Review of Housing
- 1 or 2 specific aspects of quarterly performance reports, as identified by Members
- Exploring the case for the provision of a temporary travellers site in the District
- Roadworks Scheduling – NYCC, SDC, Water, Telecommunications, Gas, Electricity suppliers work together better to schedule works more efficiently

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**Scrutiny Work Programme Selection Criteria**

**APPENDIX B**

	Criteria	Is this the only body within the Council reviewing this item?	Does this topic have a potential impact on the majority of the residents in the Selby District?	Is this an issue to which the Scrutiny Committee can add value? e.g. performance improvements, financial improvements	Can the topic be reviewed with existing resources?	Is the topic chosen in line with the Council's Corporate Plan and priorities?
Topics						

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### Overview and Scrutiny Committees Terms of Reference (Constitution Extract)

#### PART 3.5 - Overview And Scrutiny Arrangements

The Policy Review Committee, Scrutiny Committee and Audit and Governance Committees will each perform Overview and Scrutiny roles but only the Policy Review Committee and Scrutiny Committee will undertake the Council's statutory Overview and Scrutiny functions.

##### 3.5.1 Policy Review Committee

1. To contribute to the development of the policies contained in the Budgetary and Policy Framework of the Council.
2. To consider and undertake policy reviews referred by the Executive.
3. To propose and undertake an annual programme of work of policy reviews or inquiries into existing Council policy.
4. To consider and comment upon the implications on Selby District of the policies of partner organisations and other agencies delivering public services in the District.
5. To consider proposed new Council policy documents as well as scrutinising existing policies.

##### 3.5.2 Scrutiny Committee

1. To scrutinise the performance of the Council and that of its partner organisations and other agencies delivering services within the Selby District.
2. To exercise the Council's statutory obligations and powers in relation to Overview and Scrutiny.
3. Exercise the right of call-in of decisions and recommendations made but not yet implemented.
4. To issue reports and make recommendations, where appropriate, and in relation to any matters listed above, for consideration by the Council, Executive or the relevant committee of the Council

##### 3.5.3 Audit and Governance Committee

1. To monitor and report on the effectiveness of the Council's Constitution.
2. To receive reports from the Monitoring Officer on the effectiveness of

the Standards Arrangements adopted by the Council.

3. To scrutinise and approve the Council's Annual Governance Statement, statement of accounts, income and expenditure and balance sheet or records of receipts and payments (as the case may be).
4. To be satisfied that the Council's assurance statements, including the Annual Governance Statement, have been properly developed and considered by councillors.
5. To scrutinise and monitor the control systems, procedures and risk management systems operating at the Council.
6. To receive, but not direct, internal audit service strategy and plan and monitor performance.
7. To receive the annual report of the internal audit service
8. To review summary internal audit reports and the main issues arising, and seek assurance that action has been taken where necessary
9. To consider the effectiveness of the Council's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements.
10. To seek assurances that action is being taken on risk-related issues identified by auditors and inspectors.
11. To consider the reports of external audit and inspection agencies relating to the actions of the Council.
12. To ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted.
13. To review the financial statements, external auditor's opinion and reports to councillors, and monitor management action in response to issues raised by external audit.
14. To issue reports and make recommendations, where appropriate, and in relation to any matters listed above, for consideration by the Council, Executive or the relevant committee of the Council.
15. To monitor the Council's use of the Regulation of Investigatory Powers Act (RIPA) 2000 for the use and authorisation of surveillance.

#### **3.5.4 Policy Review Committee Chair's Role Profile**

##### **1. Providing leadership and direction**

- Provide confident, effective leadership and management of the Committee
- Promote and publicise the role of Policy Review both inside and outside

of the Council, liaising effectively within the Council and externally with the Council's partners to build understanding of its role

- Maintain effective liaison with the Executive and the Leadership Team to ensure that Policy Review contributes to effective decision making in Selby
- Develop a balanced work programme with the Committee that contributes to the development of new Council policy and reviews the effectiveness of existing Council policy
- Maintain an overview of Policy Review in order to ensure the effective progress of all work, and learn from best practice elsewhere
- Represent Policy Review in Council meetings and relevant board and panel meetings, and be accountable for the actions of Policy Review
- Evaluate the impact and added value of Policy Review activity and identify areas for improvement
- Encourage the involvement of all interested parties and stakeholders in Policy Review matters
- Be responsible for personal development, encourage high performance from all Committee Members, assess individual and collective performance and oversee training and development of all involved in the work of Policy Review
- Demonstrate an objective and evidence based approach to Policy Review

## **2. Effective meeting management**

- Set agendas containing clear objectives and outcomes for the meeting
- Chair meetings of the Policy Review Committee and manage the progress of business at meetings, ensuring that meeting objectives are met and the Code of Conduct, Standing Orders and other Constitutional requirements are adhered to
- Ensure that the necessary preparation is done before a meeting
- Ensure that all participants have an opportunity to make an appropriate contribution.

### **1.5.5 Scrutiny Committee Chair's Role Profile**

#### **1. Providing leadership and direction**

- Provide confident, effective leadership and management of the Committee
- Promote and publicise the role of Scrutiny both inside and outside of the Council, liaising effectively within the Council and externally with the Council's partners to build understanding of its role
- Maintain effective liaison with the Executive and the Leadership Team to ensure that Scrutiny contributes to effective decision making in Selby
- Develop a balanced work programme with the Committee that includes pre-decision scrutiny, performance monitoring and investigative Scrutiny on issues of benefit to the local community
- Maintain an overview of Scrutiny in order to ensure the effective progress of all work, and learn from best practice elsewhere
- Represent Scrutiny in Council meetings and relevant board and panel meetings, and be accountable for the actions of Scrutiny
- Evaluate the impact and added value of Scrutiny activity and identify

areas for improvement

- Encourage the involvement of all interested parties and stakeholders in Scrutiny matters
- Be responsible for personal development, encourage high performance from all Committee Members, assess individual and collective performance and oversee training and development of all involved in the work of Scrutiny
- Demonstrate an objective and evidence based approach to Scrutiny.

## **2. Effective meeting management**

- Set agendas containing clear objectives and outcomes for the meeting
- Chair meetings of the Scrutiny Committee and manage the progress of business at meetings, ensuring that meeting objectives are met and the Code of Conduct, Standing Orders and other Constitutional requirements are adhered to
- Ensure that the necessary preparation is done before a meeting
- Ensure that all participants have an opportunity to make an appropriate contribution
- Be responsible for the constitutional arrangements relating to the waiving of call in where decisions are “urgent” and / or not on the forward plan.

## **3. Holding the Executive to account**

- Consider Executive reports the Chairman deems appropriate prior to an Executive meeting
- Evaluate Executive decisions and where appropriate challenge decisions through call-in.

### **3.5.6 Audit and Governance Committee Chair’s Role Profile**

#### **1. Providing leadership and direction**

- Provide confident, effective leadership and management of the Committee
- Promote and publicise the role of Audit and Governance within the Council and externally with partners to build understanding of its role
- Maintain effective liaison with the Executive and the Leadership Team to ensure that Audit and Governance contributes to effective decision making in Selby
- Develop a balanced work programme with the Committee that includes scrutinizing and monitoring the Council’s control systems, procedures and risk management systems
- Maintain an overview of Audit and Governance in order to ensure the effective progress of all work, and learn from best practice elsewhere
- Maintain a clear focus on the role of the committee and lead it in line with good governance principles
- Represent Audit and Governance in Council meetings and relevant board and panel meetings, and be accountable for the actions of Audit and Governance
- Evaluate the impact and added value of Audit activity and identify areas for improvement
- Encourage the involvement of all interested parties and stakeholders in

#### Audit and Governance matters

- Liaise and maintain a positive working relationship with both the Council's Internal and External Auditors
- Be responsible for personal development, encourage high performance from all Committee Members, assess individual and collective performance and oversee training and development of all involved in the work of Audit and Governance
- Demonstrate an objective, apolitical and evidence based approach to Audit and Governance.

## **2. Effective meeting management**

- Set agendas containing clear objectives and outcomes for the meeting
- Chair meetings of the Audit and Governance Committee and manage the progress of business at meetings, ensuring that meeting objectives are met and the Code of Conduct, Standing Orders and other Constitutional requirements are adhered to
- Ensure that the necessary preparation is done before a meeting
- Ensure that all participants have an opportunity to make an appropriate contribution
- Ensure that meetings have a focus on improvement and securing agreement on actions.

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# Selby District Council



## Forward Plan of Key Decisions 1 July 2019 to 31 October 2019

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

### Contact Information:

Democratic Services  
Selby District Council  
Civic Centre  
Doncaster Road  
Selby District Council  
YO8 9FT

Email: [democraticservices@selby.gov.uk](mailto:democraticservices@selby.gov.uk)

Tel: 01757 292207

Published on 5 June 2019

## Selby District Council Executive

Name	Role	Contact Details
Councillor Mark Crane	Leader of the Council and Lead Member for Leisure, Strategic Matters, External Relations and Partnerships	<a href="mailto:mcrane@selby.gov.uk">mcrane@selby.gov.uk</a>
Councillor Richard Musgrave	Deputy Leader of the Council and Lead Member for Place Shaping	<a href="mailto:rmusgrave@selby.gov.uk">rmusgrave@selby.gov.uk</a>
Councillor Cliff Lunn	Lead Member for Finance and Resources	<a href="mailto:clunn@selby.gov.uk">clunn@selby.gov.uk</a>
Councillor Chris Pearson	Lead Member for Housing, Health and Culture	<a href="mailto:cpearson@selby.gov.uk">cpearson@selby.gov.uk</a>
Councillor David Buckle	Lead Member for Communities and Economic Development	<a href="mailto:dbuckle@selby.gov.uk">dbuckle@selby.gov.uk</a>

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## Selby District Council Leadership Team

Name	Role	Contact Details
Janet Waggott	Chief Executive	01757 292001 / <a href="mailto:jwaggott@selby.gov.uk">jwaggott@selby.gov.uk</a>
Dave Caulfield	Director of Economic Regeneration and Place	01757 292073 / <a href="mailto:dcaulfield@selby.gov.uk">dcaulfield@selby.gov.uk</a>
Julie Slatter	Director of Corporate Services and Commissioning	01757 292071 / <a href="mailto:jslatter@selby.gov.uk">jslatter@selby.gov.uk</a>
Karen Iveson	Chief Finance Officer	01757 292056 / <a href="mailto:kiveson@selby.gov.uk">kiveson@selby.gov.uk</a>
Bernice Elgot	Interim Solicitor to the Council	01757 292085 / <a href="mailto:belgot@selby.gov.uk">belgot@selby.gov.uk</a>

# Definition of Key Decisions

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

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

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

If you would like further information on any of the items shown in this forward plan please contact the respective officer(s) for each item. Copies of, or extracts from the documents to be submitted to the decision maker may be obtained from the relevant Contact Officer listed in the table below or from Democratic Services, Selby District Council, Civic Centre, Doncaster Road, Selby, YO8 9FT following their publication. Other documents relevant to the matters to be considered may also be submitted to the decision maker and these can be obtained via the same process as mentioned above.

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

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

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

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

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

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

#### **Important Note**

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

Likely Date of Decisions	Decision Maker	Title of Decision/Item	Description of Decision	Documents to be submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
Jun 2019	Head of Commissioning, Contracts & Procurement	Extension of existing public conveniences contract	To confirm a 12 month extension of existing public conveniences contract.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	Keith Cadman kcadman@selby.gov.uk
Jun 2019	Director of Economic Regeneration and Place	Award of contract for Olympia Park property and project management consultancy work	To award an 18 month contract for the provision of consultancy work.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor David Buckle dbuckle@selby.gov.uk	Dave Caulfield dcaulfield@selby.gov.uk
Jun 2019	Head of Commissioning, Contracts & Procurement	Award of contract for M62 / Energy Corridor Strategic Development Zone Study	To award a contract via the ESPO Framework for the production of the Strategic Development Zone Study.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor David Buckle dbuckle@selby.gov.uk	Julian Rudd jrudd@selby.gov.uk
11 Jul 2019	Executive	Olympia Park Development Brief and Masterplan	Approval of the Olympia Park Development Brief and Masterplan to go to a public consultation.	Report Development Brief and Masterplan	Open	Councillor Richard Musgrave rmusgrave@selby.gov.uk	Dave Caulfield dcaulfield@selby.gov.uk
Jul 2019	Head of Commissioning, Contracts & Procurement	Award of contract for supply of replacement kitchens	To award the contract to supply replacement kitchens.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
Jul 2019	Head of Commissioning, Contracts & Procurement	Award of contract to supply replacement bathrooms	To award a contract to supply replacement bathrooms.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
Jul 2019	Head of Commissioning, Contracts & Procurement	Award of contract for re-wiring services	Award of contract for re-wiring services.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
5 Sep 2019	Executive	Housing Revenue Account Business Plan - Draft Plan	The draft Housing Revenue Account Business Plan is presented to the Executive for consideration prior to formal consultation.	Report and draft revised Housing Revenue Account Business Plan and Action Plan	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk

5 Sep 2019	Executive	Future Recycling Service	To approve the changes to the recycling service from April 2020 including capital funding requirements.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	Keith Cadman kcadman@selby.gov.uk
5 Sep 2019	Executive	Medium Term Financial Strategy	To submit the MTFs to Council for approval.	Report of the Chief Finance Officer	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Karen Iveson kiveson@selby.gov.uk
5 Sep 2019	Executive	Treasury Management Monitoring Report Quarter 1 - 2019/20	To review the Council's borrowing and investment activity (Treasury Management) for Quarter 1 of 2019/20.	Report of the Chief Finance Officer	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Karen Iveson kiveson@selby.gov.uk
5 Sep 2019	Executive	Financial Results and Budget Exceptions Quarter 1 - 2019/20	To consider the Financial Results and Budget Exceptions Report for Quarter 1 - 2019/20.	Report of the Chief Finance Officer	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Karen Iveson kiveson@selby.gov.uk
5 Sep 2019	Head of Operational Services	Award of contract to supply gas boilers, heating and plumbing equipment	To award the contract to supply gas boilers, heating and plumbing equipment.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
Sep 2019	Head of Operational Services	Award of contract for adaptations service and maintenance	To award the contract for adaptations service and maintenance.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
Sep 2019	Head of Commissioning, Contracts & Procurement	Award of contract for the lease of Multi Functional Devices	To award the 5 year contract for the lease of multi-functional devices.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Keith Cadman kcadman@selby.gov.uk
Sep 2019	Head of Operational Services	Award of contract for the provision of CO detection installation programme	To award the contract for the provision of CO detection installation programme.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
Sep 2019	Head of Operational Services	Award of contract for communal area refurbishment programme	To award the contract for the communal area refurbishment programme.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk

Sep 2019	Head of Operational Services	Award of contract for service and repair of solid fuel central heating systems	To award the contract for service and repair of solid fuel central heating systems.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk
Sep 2019	Head of Operational Services	Award of contract for the provision of aids and adaptations services	To award the contract for the provision of aids and adaptations services.	Report of the Head of Commissioning, Contracts and Procurement	Open	Councillor Chris Pearson cpearson@selby.gov.uk	June Rothwell jrothwell@selby.gov.uk





## APPENDIX E

### Executive Meeting Dates 2019-20

COMMITTEE	DATE OF MEETING
Executive	Thursday 30 May 2019
Executive	Thursday 13 June 2019
Executive	Thursday 11 July 2019
Executive	Thursday 1 August 2019
Executive	Thursday 5 September 2019
Executive	Thursday 3 October 2019
Executive	Thursday 7 November 2019
Executive	Thursday 5 December 2019
Executive	Thursday 9 January 2020
Executive	Thursday 6 February 2020
Executive	Thursday 5 March 2020
Executive	Thursday 2 April 2020

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**Report Reference Number:** S/19/2

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Ward(s) Affected:** All  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Officer:** Palbinder Mann, Democratic Services Manager

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**Title: Scrutiny Committee Draft Annual Report 2018-19**

**Summary:**

A Draft Annual Report 2018-19 is provided for the Committee's consideration and approval.

**Recommendations:**

- i. **To approve the Scrutiny Committee Annual Report 2018-19.**
- ii. **To make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.**

**Reasons for recommendation**

The Scrutiny Committee is required, under Article 6 of the Constitution, to prepare an Annual Report reviewing its work during the previous municipal year.

**1. Introduction and background**

1.1 Article 6 of the Constitution requires the Scrutiny Committee to prepare an annual report which should review its work during the previous municipal year.

**2. The Report**

2.1 A draft Annual Report 2018-19 is attached at Appendix A. This has been drafted by the 2018-19 Chair of the Committee and the Democratic Services Officer for the Committee's consideration.

2.2 The report includes:

- An introduction from the 2018-19 Chair
- A summary of the membership, role and work of the committee; and
- An appendix comprising a retrospective work programme and summary of decisions for 2018-19.

2.3 The Committee is asked to consider any amendments and approve the report.

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

None.

### **4. Implications**

#### **4.1 Legal Implications**

Effective Scrutiny arrangements form part of the governance framework of the Council.

#### **4.2 Financial Implications**

Travel expenses may be incurred for Councillors attending meetings.

#### **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.

#### **4.5 Resource Implications**

Not applicable.

#### **4.6 Other Implications**

Not applicable.

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

Not applicable.

### **5. Conclusion**

5.1 The Committee is asked to approve the Draft Annual Report 2018-19 to comply with the requirement of Article 6 of the Constitution.

### **6. Background Documents**

None.

### **7. Appendices**

Appendix A – Scrutiny Committee Draft Annual Report 2018-19

**Contact Officer:**

Victoria Foreman  
Democratic Services Officer  
[vforeman@selby.gov.uk](mailto:vforeman@selby.gov.uk)  
01757 292046

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## **Scrutiny Committee**

## **Annual Report 2018-19**

## Introduction by Councillor Nichols, Chair of the Scrutiny Committee in 2018-19



I am pleased to present the Scrutiny Committee's Annual Report 2018-19, which sets out the work undertaken by the Committee over the course of the 2018-19 municipal year.

It's been a busy year for the Committee following the LGA Peer Review recommendations to strengthen scrutiny at Selby. Members have undertaken more training and the Committee's work plan has included some very interesting topics. The work to enhance the work of the Scrutiny Committee will continue into 2019-20.

The Scrutiny Committee has met six times during 2018-19 and considered a range of different topics and issues.

I would like to express my thanks to my fellow members of the Committee for their support and continued hard work. Many people have contributed to the success of Scrutiny, including officers, external partner organisations and my thanks goes out to all of them.

### The Scrutiny Committee

The Scrutiny Committee membership comprised the following members during the 2018-19 municipal year:

7 Members

<b>Conservative</b>	<b>Labour</b>	<b>Independent</b>
D Buckle	W Nichols (Chair)	D Mackay
L Casling	S Duckett (Vice Chair)	
I Chilvers		
D White		

### The Role of the Scrutiny Committee

Scrutiny was introduced by the Local Government Act 2000.

Selby District Council operates a Leader and Executive model, where the Executive is responsible for most day-to-day decisions. The role of the Scrutiny Committee is to scrutinise decisions and performance and to hold the Leader and Executive to account.



Scrutiny's main roles are:

- To scrutinise the performance of the Council and that of its partner organisations and other agencies delivering services within the Selby District.
- To exercise the Council's statutory obligations and powers in relation to Scrutiny.
- Exercise the right of call-in of decisions and recommendations made, but not yet implemented.
- To issue reports and make recommendations, where appropriate, and in relation to any matters listed above, for consideration by the Council, Executive or the relevant Committee of the Council.

### **2018-19 Work Programme**

A summary of the Committee's work over the last year is set out below.

### **Conclusion, 2019-20 and the Scrutiny Review**

The Scrutiny Committee fulfilled its role through its work programme in 2018-19, as well as working to review and strengthen scrutiny as a result of the recommendations of the LGA Corporate Peer Challenge undertaken in November 2017.

A report on the Scrutiny Review was considered by the Scrutiny Committee at its meeting in June 2018 before consideration by Council in July 2018. A number of recommendations were agreed by the Committee, details of which can be seen at Appendix A to this report.

Further scrutiny training was provided by Frontline Consulting in October 2018 which was well received and found to be useful by those Members that attended.

A liaison group between the three scrutiny Chairs and the Executive has been established, and has met on 3 occasions. This group has helped to improve communication between the Scrutiny Committees and the Executive and it is hoped that it will continue to meet going forward.

In addition, for the first time a role profile has also been developed for the Chairs of the three Scrutiny Committees. These role profiles were also agreed by Council and have been adopted into the Council's Constitution.

2018-19 has been a busy year with a number of changes and improvements made to the work of scrutiny, and it is hoped that 2019-20 will be the same.

Councillor Wendy Nichols

**Chair of the Scrutiny Committee 2018-19**

Date of Meeting	Topic	Discussion / Resolution
27 June 2018	Annual Report 2017-18	The Committee considered and approved their Annual Report for the 2017-18 municipal year, but did express concern that recommendations of the Committee were not often implemented.
	Scrutiny Review 2018	<p>Members noted that the work on improving and strengthening scrutiny, as recommended by the Peer Challenge Team and set out in the Council's Peer Challenge Improvement Plan, required the input and involvement of the Scrutiny Committee in order to be successful.</p> <p>The Committee felt that the report was comprehensive and the recommendations sensible. The Committee emphasised the importance of the promotion of the work of scrutiny, including encouraging the Committee to get out into the community more as part of their work.</p> <p><b>The Committee noted the content of the report and emphasised the importance of the promotion of the work of scrutiny, including encouraging the Committee to get out into the community as part of their work.</b></p>
	Treasury Management Annual Review 2017-18	<p>Members discussed the report and were pleased to note that the Council's affordable limits for borrowing had not been breached during the period covered by the report.</p> <p><b>The Committee noted the report.</b></p>

	<p><b>Corporate Performance Report Quarter 4 – 2017-18 (January to March) Year End 2017-18</b></p>	<p>Members discussed the report and expressed concerns around the targets for re-letting empty properties, and levels of sickness in the authority. Officers explained that some of the void properties required more work than anticipated to ensure they were in a good condition before re-letting, and that work to reduce levels of sickness was progressing.</p> <p>The Committee suggested that the delay in re-letting empty properties was an area that the Executive could consider in more detail. However, Members were pleased to note that performance in relation to urgent repairs was very good.</p> <p><b>The Committee noted the report.</b></p>
	<p><b>Housing Tenant Services Update</b></p>	<p>The Committee asked about the involvement of social services in when awarding tenancies and how to ensure the best use was made of properties in the District. Some Members felt that local knowledge would be helpful during the housing process. Officers explained that the each application for housing was dealt with on its own merits, but that the local knowledge of Members could be useful with regard to other matters that required attention, for example, streetlight repairs or highways issues.</p> <p>It was confirmed that area ‘walkabouts’ were being reintroduced and that different ways to get tenants involved were being explored, for example, the current garden competition. Members noted that Housing had a budget for estate improvement and were currently looking for ideas for longer term improvements that could be made; Members were asked to submit any ideas to the department for consideration.</p>

		<p>The Committee were supportive of the proposal to be consulted on the review of the Housing Revenue Account Business Plan.</p> <p><b>The Committee noted the report, were asked to submit ideas for estate improvement works to the Housing Team, and supported the involvement of the Committee in the consultation on the review of the HRA Business Plan.</b></p>
	<p><b>Programme for Growth – Update on Existing Programme and Proposed New Programme</b></p>	<p>Members were pleased with the comprehensive report and asked a number of questions on the content. Some Members expressed concern about future involvement in the Tour de Yorkshire, as they were unsure as to the real benefits for traders in the District, and were of the opinion that infrastructure and town regeneration should be focused on.</p> <p>The Committee noted that there were a number of large strategic planning applications expected in the coming months, including the rail freight interchange at Gascoigne Wood and former air base at Church Fenton. However, Officers reassured Members they were aware that the majority of businesses in the District were small and medium sized enterprises, and that the Council was keen to support them through encouraging long term investment and job creation.</p> <p>Members acknowledged that long term strategic planning was essential to the economic growth of the District, and that a number of strategic sites were currently being developed by the Council's Economic Development Team.</p> <p><b>The Committee noted the progress on the existing Programme for Growth, the approved new Programme for Growth projects</b></p>

		and associated budgets and the strengthened programme management and reporting arrangements. They also requested that regular progress updates on the Programme for Growth be provided to the Committee via the quarterly Executive updates.
	<b>Financial Results and Budget Exceptions Report to 31 March 2018</b>	The Committee received the report of the Chief Finance Officer and considered the key elements of the report, including the General Fund and HRA surplus and underspend on the Programme for Growth.  <b>The Committee noted the report.</b>
	<b>Scrutiny Committee Work Programme 2018-19</b>	The Committee considered the Work Programme, noted the Executive meeting dates for 2018-19 and agreed Committee Member attendance at future Executive meetings. Members discussed the transport themed meeting planned for October 2018, the Police co-location at the Council Offices, scrutiny in a day/deep dive topics and attendance of North Yorkshire Police at the Committee's November 2018 meeting.  <b>The Committee agreed the work programme, asked for an update on Police co-location and the sale of Newby-Wiske Hall, asked that the Police and Crime Commissioner and a senior Police Officer be invited to the November 2018 meeting and considered how they wished to undertake 'deep dives' or 'scrutiny in a day' reviews.</b>
<b>27 September 2018</b>	<b>Work Programme 2018-19</b>	Members noted that an item on empty homes (including voids) should be added to the work programme for 2019-20 in order for Scrutiny Committee to look at this in detail, following consideration

		<p>by the Executive.</p> <p>The Committee discussed the provision of mental health support, including dementia and Alzheimer's, in Selby and across the county.</p> <p><b>The Committee agreed the revised work programme, asked that an item on Empty Homes be added, and requested further information on scrutiny work being undertaken on mental health provision across other North Yorkshire local authorities.</b></p>
	<p><b>Leisure Annual Review</b></p>	<p>The Committee were pleased to note that 2017-18 had been a year of progress; more schools were using the pool at the leisure centre in Selby and the recent Selby Sportiv had gone very well. Outreach work by Inspiring Healthy Lifestyles (IHL) had continued, with the 'Move It or Lose It' campaign expanding over the last 18 months.</p> <p>Members noted that there had been some discussion at the Executive meeting around users with membership cards, and those who actually utilised them. There was a discrepancy between the two figures of around 3 to 4%, but performance against targets was still good.</p> <p><b>The Committee noted the Leisure Annual Review for 2017-18.</b></p>
	<p><b>Corporate Performance Report for Q1 2018/19 (April to June)</b></p>	<p>Members acknowledged that a higher than expected number of void properties had come forward, many of which had not had previous 'decent homes' work done to them and therefore required a lot of work to bring them up to standard. There were also difficulties in recruiting to trades positions which was slowing down</p>

		<p>repair work and general maintenance jobs at council properties.</p> <p>Members expressed concerns about collections being hindered by problem car parking, and public waste bins not being emptied regularly in Tadcaster.</p> <p>How to communicate when missed bins would be collected was also discussed; officers confirmed that messages were put on the Council's website and on social media to let residents know when they would be collected.</p> <p>The Committee suggested other methods of communicating with residents could be a leaflet in annual billing, or a sticker on the bins to explain that by default missed bins were usually collected the next day.</p> <p><b>The Committee noted the report.</b></p>
	<p><b>Financial Results and Budget Exceptions Report to 30 June 2018</b></p>	<p>The Committee expressed concerns relating to the delays still being experienced in the planning service, despite it now being fully staffed, and the problems in recruiting to trades jobs.</p> <p>Members discussed the proposed move of the contact centre staff at Market Cross to the Civic Centre, and the potential to let the space out to another tenant due to the years left on the lease of the property. Officers acknowledged the concerns raised by Members regarding the convenience and accessibility of the Civic Centre for customers, and recognised it was a process that would need managing properly if it went ahead.</p> <p><b>The Committee noted the update.</b></p>

	<p><b>Programme for Growth – Update on Existing Programme</b></p>	<p>The Committee noted that a great deal of the work so far on the Programme for Growth had been around project planning and organising of expenditure; some of the projects detailed in the report would last for a few months, some for a number of years.</p> <p>Members discussed future potential uses for the recently purchased former Natwest bank premises in Selby and Tadcaster; officers confirmed that a number of uses were being considered, including retail, residential and commercial space.</p> <p>The Committee were pleased to note that Selby District Council had recently won 'Local Authority of the Year' at the Business Insider Property Awards, and acknowledged the importance of the Council being able to keep delivering</p> <p><b>The Committee noted the progress on the existing Programme for Growth.</b></p>
	<p><b>Treasury Management Quarterly Update Q1 2018-19</b></p>	<p>Members received the report of the Chief Finance Officer that reviewed the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 30 June 2018 (Q1) and presented performance against the Prudential Indicators.</p> <p>Members asked questions on issues including property funds and investment returns, and acknowledged that the Council's affordable limits for borrowing were not breached during the period.</p> <p><b>The Committee noted the report.</b></p>



25 October 2018	<b>Work Programme 2018-19 and Executive Forward Plan</b>	<p>The Chair spoke about the recent Scrutiny training that had taken place on 23 October 2018. The training had been better tailored to the arrangements in Selby and as such had been well received by Members.</p> <p>Members noted that as part of the discussions about work programming that had taken place at the training, a topic identified for consideration by the committee, perhaps as a deep dive or scrutiny in a day, was the provision of a suitable temporary traveller site in the district.</p> <p>Members agreed that recent issues with travellers in the district, including the subsequent mess and damage left behind by some of the groups, required further scrutiny; a practical way forward needed to be found in order to satisfy the local community.</p> <p>The Chair suggested that the work of other Councils on the matter be explored and a line of communication established with the traveller community.</p> <p>The Committee agreed that an introductory report should be produced for Members to consider the scope of the topic; once this had been done further work could be undertaken and eventually some recommendations presented to the Executive. The Chair also suggested that non-Scrutiny Members be involved in the work in order to broaden the views taken into account on the matter.</p> <p><b>The Committee asked that under the ‘deep dives/scrutiny in a day’ section of the Work Programme, an item on the provision of temporary traveller sites in the district be added.</b></p>
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	<p><b>Report on Street Cleansing</b></p>	<p>Members expressed concerns about missed bin collections due to collection vehicles being unable to access certain streets due to parked cars, particularly recycling collections. Officers explained that the recycling vehicles were wider than the refuse wagons and as such could not access narrow roads which had been made narrower by parked cars. It was acknowledged that this was an issue in some areas of the district, but that the District Council had no powers in relation to parking enforcement. Whilst parking permits or yellow lines could be explored by the Highways Authority in order to prevent this happening in the future, unfortunately there was no 'quick fix'. Officers confirmed that they would continue to work with NYCC colleagues on the matter.</p> <p>The Committee asked what the worst streets for detritus were, and it was explained by Officers that it tended to be those with cars parked on them on a regular basis, as street sweepers couldn't access whole sections. Officers explained that they did give local people notice that cars should be moved in order for a road to be cleaned, but this message was not always heeded.</p> <p><b>The Committee noted the report.</b></p>
	<p><b>Olympia Park: Update on Progress and Next Steps</b></p>	<p>The Committee noted that the last update on Olympia Park had been received in March 2018. Since then, following lengthy discussions with Homes England the £8.78 million grant funding was approved by Homes England's Housing Infrastructure Investment Board in the first week of October. The Council was now awaiting written confirmation of this funding, including any associated conditions.</p> <p>The Committee noted that the Housing Infrastructure Funding had</p>

to be spend by 31 March 2021. In order to achieve this deadline, the Council would be working collaboratively with all of the landowners to prepare the necessary legal agreements from them to commit to the design of a comprehensive, integrated scheme for the whole site.

Members acknowledged it was anticipated that a planning application would be submitted in March 2019, with a view to work on the infrastructure later that year. This date was slightly later than reported to the Committee in March 2018, mainly due to the complex discussions with the Environment Agency on mitigating flood and Homes England delaying the confirmation of the Housing Infrastructure Fund investment.

Officers went on to explain that the Housing Infrastructure Funding could potentially be supplemented by additional investment from the York, North Yorkshire and East Riding LEP. Up to £1.2 million of investment had been agreed in principle, subject to a detailed business case which was to be submitted on 26 October 2018. It was anticipated that this would be considered by the LEP's Infrastructure Board for approval in December 2018.

Members asked Officers if there would be further pre-application public consultation; it was confirmed that there would be once further flood modelling work had been completed.

**The Committee noted the work carried out to date and the proposed next steps to enable delivery of Olympia Park.**

	<p><b>Transport Matters</b></p>	<p>The Committee invited a number of transport representatives to the meeting and enjoyed a wide ranging discussion about various transport issues experienced across the District.</p> <p>In attendance were:</p> <p>Paul Flanagan, General Manager and Mick Gatenby - Arriva  Pete Myers, Stakeholder Manager - Northern Rail  Dave Pearson, Director of Transport Services - West Yorkshire Combined Authority  Graham Meiklejohn, Regional Development Manager - Transpennine/First Group  David Bowe, Corporate Director, Business and Environmental Services - North Yorkshire County Council</p> <p>The main matters discussed were:</p> <ul style="list-style-type: none"> <li>• The need for employment transport, particularly around Sherburn.</li> <li>• The need for investment in Selby station and other stations in the District to ensure accessibility.</li> <li>• Meaningful links between transport provision and the Local Plan.</li> <li>• The roll out of upgraded Sapphire buses by Arriva and an upcoming review of the Selby bus network.</li> <li>• The recent disruption on the trains due to timetable changes.</li> <li>• New trains and station improvements on Northern Rail lines.</li> <li>• The need for better integration between bus and rail services.</li> <li>• Electrification of the TransPennine line.</li> </ul> <p>The Committee concluded the discussions by asking Officers to</p>
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		ensure that local Members and residents were kept informed as to the progress of the work on economic and transport development and improvements.
22 November 2018	<b>Work Programme 2018-19 and Findings from the Scrutiny Training on 23 October 2018</b>	<p>The Committee were asked to agree items for inclusion on the revised Work Programme 2018-19 and to consider the findings from the scrutiny training held on 23 October 2018.</p> <p>The Chair noted that the scrutiny training had been useful for Members due to its tailored approach to Selby.</p> <p><b>The Committee noted the Work Programme and findings from the scrutiny training.</b></p>
	<b>Programme for Growth (P4G) – Update on Existing Programme</b>	<p>In response to a query concerning what further information had been requested by the Executive, the Economy and Infrastructure Manager explained that further information had been requested concerning specific budgets and clarity on roles and responsibilities.</p> <p>A query was raised around the Selby 950 project and the finances for this. The Head of Communities, Partnerships and Customers explained that £150k had been allocated for the Tour de Yorkshire with the remaining allocation to be used on projects where match funding could be obtained along with possible resources from businesses.</p> <p><b>Members noted the progress on the existing Programme for Growth.</b></p>

	<p><b>North Yorkshire Police and North Yorkshire Police, Fire and Crime Panel</b></p>	<p>The Committee welcomed Chief Inspector Rachel Wood and Inspector Yvonne Taylor, North Yorkshire Police to discuss operational policing issues in Selby and Councillor Carl Les, Chairman of the North Yorkshire Police, Fire and Crime Panel and Diane Parsons, Support to the Police, Fire and Crime Panel to discuss the work of the Panel.</p> <p>Members received updates on operational policing matters in Selby and discussed a number of issues including CCTV, the cross-border/District drug trade, parking outside schools, anti-social behaviour, police resources and the 101 service. The work of the Police, Fire and Crime Panel was also debated, such as the membership of the Panel, the appointment of a new Chief Constable and Director of Finance, custody transport, street wardens the PCC's new responsibility for the Fire Service, how complaints were dealt with and wildlife crime.</p> <p><b>The Committee asked that their comments regarding operational policing be passed on for consideration by the PCC and Police, Fire and Crime Panel.</b></p>
	<p><b>Back to the Future: The 2018 Director of Public Health Report for North Yorkshire</b></p>	<p>The Chair welcomed Dr Lincoln Sargeant, Director of Public Health for North Yorkshire to the meeting to present the annual report of the Director of Public Health for North Yorkshire. Dr Sargeant gave a presentation to the Committee and highlighted a number of points about deprivation, the ageing population, life expectancy, children in poverty, priorities for public health, health inequality, mental health, budgetary pressures and loneliness and isolation.</p> <p><b>The Committee noted the report.</b></p>

**The Approach to Health and Wellbeing in Selby District – One Year On**

The Head of Community, Partnerships and Customers introduced the report which asked the Committee to consider the report and accompanying presentation which updated them on progress made since a joint presentation to the Policy Review and Scrutiny Committees in February 2017 by the Director of Public Health, North Yorkshire County Council and the Head of Community, Partnerships and Customers.

The Committee was taken through the achievements so far in the action plan, these included a closer working relationship being established with North Yorkshire County Council Public Health partners, a local mental health forum being established which was sector led and a commencement of the review of Community Engagement Forums.

The Head of Community, Partnerships and Customers explained some of the next steps to be taken which included an initiative entitled 'Selby Health Matters' led by NYCC Public Health which identified new and current initiatives aligned with the influence of the District Council and a three year focus group identifying NYCC, Selby District Council, third sector and joint delivery roles.

Concern was raised around the lack of provision to assist people with mental health problems. The Head of Community, Partnerships and Customers explained that it was important to understand what the community awareness around the issue was.

Concern was raised that the Yorkshire Ambulance Service had changed the criteria for those needing transport to hospitals and that they were now making further referrals to volunteer drivers who lacked the medical skills that staff in ambulances had. The Public

		<p>Health Consultant, NYCC explained that the Vale of York Clinical Commissioning Group (CCG) were aware of this issue and were also looking at issues such as extending GP hours.</p> <p>It was agreed that the Vale of York CCG should be invited to a future meeting along with the Yorkshire Ambulance Service to discuss this issue.</p> <p><b>The Committee noted the update and agreed to invite the Vale of York CCG and Yorkshire Ambulance Service to a future meeting.</b></p>
	<p><b>Financial Results and Budget Exceptions Report to 30 September 2018</b></p>	<p>The Head of Finance introduced the report which asked the Committee to consider and make any comments on the Council's financial results and budget exceptions to 30 September 2018.</p> <p>In response to a query concerning the delay to the empty homes programme, it was acknowledged that obtaining compulsory purchase orders involved a legal process which had to be strictly followed.</p> <p>An update on the current Programme for Growth was the subject of a separate report on the agenda.</p> <p><b>The Committee noted the report.</b></p>
	<p><b>Treasury Management Quarterly Update Q2 – 2018-19</b></p>	<p>The Head of Finance introduced the report which asked the Committee to consider the contents of the report and make any comments on the Council's borrowing and investment activity for the period 1 April to 30 September 2018.</p>



		<p>The Committee was informed that the Council's investment over the quarter had an average rate of 0.37% compared to 0.49% in quarter one. With regard to investments, members queried what would be the use of the former NatWest banks in Tadcaster and Selby that the Council had purchased.</p> <p><b>The Committee noted the report.</b></p>
25 January 2019	Nigel Adams MP	<p>The Committee welcomed Nigel Adams MP to the meeting.</p> <p>Mr Adams updated the Committee on his recent ministerial roles in government in housing (focusing on homelessness and rough sleeping) and health (mainly looking at mental health); he was currently a minister in the Wales Office.</p> <p>Members noted that Brexit and the complicated arrangements for leaving the EU were taking up a lot of time and resources in government, but that the preparations were progressing steadily.</p> <p>Mr Adams explained that his constituency casework continued as usual, and that he enjoyed working closely with Selby District Council to resolve issues for constituents.</p> <p>Members asked Mr Adams a number of questions on a variety of topics, including availability of land for social housing and the need for new homes, the Council's future retention of the Drax Green Energy payments, the WASPI (Women Against State Pension Inequality) campaign at both a local and national level, Brexit and the economic future of Selby District, pupil referral units, homelessness, the impacts of Universal Credit on the use of food banks and parking provision for new housing developments.</p>

	<p><b>Work Plan 2018-19 and draft for 2019-20</b></p>	<p>The Committee considered the Quarter 2 Corporate Performance Report and noted that performance had improved or exceeded targets in relation to emergency and urgent repairs to Council-owned properties, empty homes, dealing with complaints, processing of major planning applications and sundry debt collection. However, performance in relation to the re-letting of vacant Council homes, missed bins, staff sick days and health and safety incidents was not as positive.</p> <p>The Committee were pleased that the number of empty homes brought back into use through direct action had increased, and felt that the target could be revised upwards; the Senior Policy and Performance Officer confirmed that KPIs were due for review and this revision would be considered.</p> <p>Members again expressed their concern at the time taken to re-let Council properties, but acknowledged that some properties were in a dire state and required a lot of remedial work to bring them up to standard. The difficulty in recruiting to trade jobs for the Council was also causing delays.</p> <p>Officers were asked to look into missed recycling collections in Selby which were exacerbated by the continuing problem of parked cars down some roads, making it difficult for the recycling vehicles to get down the road to collect the refuse.</p> <p><b>The Committee noted the work programmes 2018-19 and 2019-20 and asked the Democratic Services Officer to enquire when the review of Council-funded community centres would be considered.</b></p>
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**Corporate Performance Report 2**

The Committee considered the Quarter 2 Corporate Performance Report and noted that performance had improved or exceeded targets in relation to emergency and urgent repairs to Council-owned properties, empty homes, dealing with complaints, processing of major planning applications and sundry debt collection.

However, performance in relation to the re-letting of vacant Council homes, missed bins, staff sick days and health and safety incidents was not as positive.

The Committee were pleased that the number of empty homes brought back into use through direct action had increased, and felt that the target could be revised upwards; the Senior Policy and Performance Officer confirmed that KPIs were due for review and this revision would be considered.

Members again expressed their concern at the time taken to re-let Council properties, but acknowledged that some properties were in a dire state and required a lot of remedial work to bring them up to standard. The difficulty in recruiting to trade jobs for the Council was also causing delays.

Officers were asked to look into missed recycling collections in Selby which were exacerbated by the continuing problem of parked cars down some roads, making it difficult for the recycling vehicles to get down the road to collect the refuse.

**The Committee noted the Council's performance for Quarter 2 (July to September 2018).**

**Selby District Economic Development Framework 2017-2022 – One Year Review and Delivery Plan 2019 and 2020**

The Committee considered the report and were asked to consider the contents and make any comments on the Council's Economic Development Framework (EDF) 2017-2022. The report provided further information requested by the Executive on 8 November 2018 in relation to the proposed EDF Delivery Plan 2019 and 2020, and the associated progress review and budgetary transfers.

The information was comprised of feedback from Members, external partners and stakeholders regarding the proposed delivery plan, details of the business case for recruitment and staffing measures and proposed key performance indicators to monitor progress of the delivery plan and framework. The report also provided an update regarding opportunities and challenges that had become clearer since the priorities for 2019 and 2020 were last considered in early November 2018.

Members asked questions on a number of issues, including public realm works on New Lane in Selby, the future plans for the banks in Tadcaster and Selby that had been purchased by the Council, train and bus transport in Selby and Sherburn and subsequent connectivity for employment purposes, and traffic management issues in Selby.

Officers were keen to involve Members and draw upon their previous experience and local knowledge in order to further improve the EDF and its projects, and would continue to keep the Scrutiny Committee up to date with its progress.

**The Committee noted the Selby District Economic Development Framework 2017-2022 – Year One Review and Delivery Plan 2019 and 2020.**

	<p><b>North Yorkshire Safeguarding Children Board and North Yorkshire Safeguarding Adults Board Annual Reports 2017-18</b></p>	<p>Members considered the report and were asked to note the annual reports for the North Yorkshire Safeguarding Children and North Yorkshire Safeguarding Adult's Boards.</p> <p>The Committee noted that the North Yorkshire Safeguarding Boards had a statutory duty to publish annual reports, accounting for the activities of the Boards for the previous year. The reports covered 2017/18 activity and also provided evidence of the key areas of focus for the current year.</p> <p>Both reports set out the governance arrangements across North Yorkshire and outlined the activity and partnership working in the Selby District. The priority areas for the boards remained the same as those shared in the 2017 report to Scrutiny Committee. The Adults Board continued to prioritise awareness and empowerment, prevention of harm, protection and proportionality and partnership effectiveness. The Children's Board prioritised the coordination of the activities of the board and ensuring its effectiveness.</p> <p>The Committee asked questions of Officers around current teenage pregnancy rates, the number of residential care homes in North Yorkshire and if the demographics of the county as described in the report were accurate, i.e. rural upbringing.</p> <p><b>The Committee noted the content of the 2017-18 annual reports for the North Yorkshire Safeguarding Children and North Yorkshire Safeguarding Adult's Boards.</b></p>
	<p><b>Housing Development Programme: PH2 Sites Detailed Business Cases</b></p>	<p>The Committee received the report and were asked to consider the contents and make any comments on the Housing Development Programme.</p>

Members noted that the Housing Development Programme sought to provide 207 affordable homes for Selby District Council (SDC) and Selby District Housing Trust (SDHT) by 31 March 2020. The programme was based on three 'delivery pillars' that included direct development on SDC owned sites, the acquisition and development of new sites, and the acquisition of affordable homes constructed by other developers. The programme would generate revenue streams for the Council as a result of loans provided to the SDHT.

Members queried whether the delivery timescales described in the report were realistic; the Interim Development Surveyor advised Members that whilst they were optimistic, they were not unreasonable. The Committee also asked Officers to check the details relating to a location listed under Phase 3, specifically Benedicts Close in Selby.

Members were pleased that a number of sites that had been suggested over the years were appearing in the HDP, and were keen to see them delivered.

It was suggested by the Committee that the wording of the corporate priorities to 'Make Selby a Great Place to do Business' and 'Make Selby a Great Place to Enjoy Life' be amended to include the word 'District', to emphasise that Selby District was not only focused on Selby Town.

**The Committee noted the contents of the Housing Development Programme.**

12 March 2019	<b>Work Programme 2018-19 and 2019-20</b>	<p>Members considered the work programme for 2018-19 and the draft programme for 2019-20. Members asked that Yorkshire Water be invited to the July 2019 meeting of the Committee to talk about the management of, and any future plans for, Brayton Barff.</p> <p><b>The Committee noted the work programmes for 2018-19 and 2019-2 and asked the Democratic Services Officer to invite Yorkshire Water to the July 2019 meeting of the Committee to talk about the management of, and any future plans for, Brayton Barff.</b></p>
	<b>Corporate Performance Report Quarter 3 – 2018-19 (October to December)</b>	<p>The Committee received the report and considered the contents.</p> <p>The Committee noted that performance had improved or exceeded targets in relation to economic growth service delivery, housebuilding, emergency and urgent repairs to council owned properties, empty homes brought back into use, missed bins, planning application processing, processing new benefit claims, average wait times for customer phone calls and advisors and the responses to Stage 2 complaints.</p> <p>However, performance in relation to the re-letting of properties, average sick days, visits to combined leisure centres and delivery of savings had not gone so well.</p> <p>In relation to visits to the leisure centres, the Committee suggested that advertising at Sherburn train station be looked into, as the service between Sherburn and Selby was now better and more regular. Northern Rail had provided community noticeboards at Sherburn station which could be easily utilised.</p>

		<p>Members acknowledged the ongoing issues with recruiting trades staff, which had an impact on the Council's ability to turn around vacant properties, some of which were in a poor state of repair and needed a great deal of remedial work. Members were pleased to note that some temporary staff had been recruited to the repairs team in order to improve the time taken to do repairs work. The Committee were pleased to note that the winner of Selby's Apprentice of the Year award had also been nominated for a national award.</p> <p>A query was raised regarding the use of the showers at the leisure centre in Selby, including unpleasant smells that had been raised by members of the public. Officers explained that they were aware of occasional difficulties with drainage on the site which was likely to be the cause of the smell.</p> <p><b>The Committee noted the Council's performance for Quarter 3 (October to December 2018).</b></p>
	<p><b>Financial Results and Budget Exceptions Report to 31 December 2018 (Q3)</b></p>	<p>The Committee received the report and considered its contents.</p> <p>Members noted that at the end of quarter 3, the General Fund was indicating an outturn surplus of (£71k). There were a number of variances (positive and negative) which made up the surplus, including a shortfall on planned savings, staffing savings, changes in waste and recycling income and higher investment income. The HRA was indicating an outturn surplus of (£401k), (£348k) at Q2, which was mainly driven by lower external borrowing requirements, investment income, offset by lower rents and grants.</p> <p>The Committee acknowledged that planned savings for the year</p>



		<p>had already been achieved in the HRA. However, General Fund savings were showing a forecast shortfall of £198k. The capital programme was currently forecasting an underspend of (£8,425k); (£4,817k) GF and (£3,608k) HRA. In the general fund, the majority related to loans to Selby and District Housing Trust, Disabled Facilities Grants, asset maintenance and ICT systems, some of which would be required to be carried forward to 2019/20 to meet project profiles. Similarly within the HRA slippage in the Housing Development Programme would mean that funds would need to be carried forward to complete planned work.</p> <p>Officers explained that the Programme for Growth was established as part of the budget setting process; the P4G projects would be delivered over multiple years, and therefore showed a total project value rather than in-year delivery.</p> <p><b>The Committee noted the Council's financial results and budget exceptions to 31 December 2018 (Quarter 3).</b></p>
	<p><b>Treasury Management Quarterly Update Q3 2018-19</b></p>	<p>The Committee received the report and considered its contents.</p> <p>The report reviewed the Council's borrowing and investment activity (Treasury Management) for the period 1 April 2018 to 30 November 2018 (Q3) and presented performance against the Prudential Indicators.</p> <p>Members queried the recent acquisitions by the Council of the two former Natwest banks in Selby and Tadcaster. Officers explained that the development of future plans for both of the premises had been slower than anticipated, but that a project group was looking at potential uses for both sites, and Members would be kept</p>

		<p>informed as to any developments.</p> <p>The Committee were keen for the buildings to be brought back into use as soon as possible, and supported the idea of a mix of residential and commercial spaces at both the Selby and Tadcaster sites.</p> <p><b>The Committee noted the Council's treasury management update for Quarter 3.</b></p>
	<p><b>Review of Community Centres</b></p>	<p>The Committee received the report which asked them to agree the scope and methodology to review and establish a Task and Finish Group, in partnership with the Council's Tenant Scrutiny Panel, to help facilitate a review of Community Centres, which would include a district-wide consultation.</p> <p>The Committee noted that previous reviews have taken place in regards to Community Centres. Most notably in 2010, following a report to the Social Board, the decision was made to sell the poorly used centre at Womersley and convert the centre at Kellington into a residential unit. This left the Council with the 10 centres it had today.</p> <p>Reviewing the Community Centres had been suggested as a piece of work in June 2015, following a proposal from Councillor Buckle. Primary concerns were raised around the poor use of the centres, running costs and lack of community engagement. Considerable discussions took place between the Committee and Lead Officer for Community Support, but it was not felt a Task and Finish Group was required at that stage. It was however agreed that work would be undertaken to try and address the issues raised by Committee</p>

		<p>as to the use of the centres.</p> <p>Members acknowledged that since 2015, public WiFi has been installed into almost every centre, and a new booking system created and managed by the Customer Contact Centre, in the hopes of encouraging new community and private sector interest in the centres. An investment of £78,000 over two years had also been agreed in 2017 to facilitate security and access improvements. However, the same concerns regarding community usage and value for money remained, and it was therefore important that this work was revisited and progressed, and that a review was undertaken to inform a way forward.</p> <p>The Committee discussed the report and agreed it would be better to pick members for the Task and Finish Group after the May 2019 local elections. However, it was suggested that Scrutiny Committee members could assist Officers with the scoping of the work in the few weeks prior to the elections; the Chair asked for volunteers to do so. Councillors Buckle, Duckett and the Chair herself volunteered to meet Officers and undertake this work in the next few weeks.</p> <p><b>The Committee agreed to defer the establishing of a Task and Finish Group until after the May 2019 elections, and that Councillors Buckle, Duckett and Nichols should meet with Officers to offer guidance and ideas for the scoping of the review into Community Centres, before the May 2019 elections.</b></p>
	<p><b>Olympia Park – Update on Progress and Next Steps</b></p>	<p>The Committee considered the report which asked Members to note the work carried out to date, and the proposed next steps, to</p>

		<p>enable the delivery of Olympia Park.</p> <p>The Committee received a comprehensive report on the progress on the Olympia Park project. Members asked Officers to check a recently submitted planning application for two additional silos by Cemex who were present occupiers of the Olympia Park site. Officers explained to the Committee that the impacts on future residential development of existing employment activities on the site, such as noise and smells, were being considered carefully as part of the design of the scheme.</p> <p><b>The Committee noted the work carried out to date and the proposed next steps to enable the delivery of Olympia Park.</b></p>
	<p><b>Emergency Planning Update</b></p>	<p>Members received the report and were asked the Committee to note the Council's arrangements for emergency planning and the incidents for which an emergency response had been necessary during the last 12 months.</p> <p>The Committee were pleased to note that during the last year there had only been one incident which had required the North Yorkshire Resilience Forum to notify NYLRF of an incident which may have a serious public or community impact in the Selby District. This related to a methane gas leak in Tadcaster, which was still a live incident.</p> <p>Members were informed that a multi-agency group including Selby District Council, North Yorkshire County Council, North Yorkshire Police, NY Fire Service, Northern Gas Network, Yorkshire Water, Public Health, Northern Powergrid, and the Environment Agency had responded to the incident.</p>

The Committee noted that the incident was first reported on 23 December 2018 and was an unusual event which had focused on identifying the source of the gas and ensuring the safety of the community affected until such time as the source could be found and mitigated. In addition to the live incident, the Council was also involved in planning for the Tour de Yorkshire, the UCI and Brexit.

Members suggested that the Committee could undertake further work on flood preparedness, emergency planning and how to encourage flood wardens to volunteer. Members agreed that North Yorkshire County Council's emergency planning lead, Wendy Muldoon, be invited to a future meeting of the Committee to talk about flooding and its links to emergency planning.

**Members noted the Council's arrangements for emergency planning and the incident for which an emergency response had been necessary during the last 12 months, and asked the Democratic Services Officer to add NYCC Emergency Planning to the Committee's work plan for 2019-20, and to invite Wendy Muldoon from NYCC to talk to Members about flood preparedness and flood warden schemes.**

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**Report Reference Number:** S/19/3

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Executive Member:** Mark Crane, Leader of the Council  
**Lead Officer:** Stuart Robinson, Head of Business Development and Improvement

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**Title: Corporate Performance Report – Quarter 4 – 2018/19 (January to March)  
Year End 2018-19**

**Summary:**

The Scrutiny Committee is asked to consider the report of the Head of Business Development and Improvement which provides a progress update on delivery of the Council's Corporate Plan 2015-20, as measured by a combination of progress against priority projects/high level actions and performance against KPIs.

The report also includes a year-end summary of progress on delivery of the Council's Corporate Plan 2015-2020 as measured by year-end performance against KPIs in 2018/19 compared with year end data for KPIs in 2017/18.

This report was considered by the Executive at its meeting on 13 June 2019.

**Recommendation:**

**The Scrutiny Committee is asked to consider the contents of the report and make any comments on the Council's performance.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

**1. Introduction and background**

**1.1** Please see the report considered by the Executive on 13 June 2019 attached to this report at Appendix A.

## **2. The Report**

- 2.1** Please see the report considered by the Executive on 13 June 2019 attached to this report at Appendix A.

## **3. Alternative Options Considered**

None applicable.

## **4. Implications**

### **4.1 Legal Implications**

Effective Scrutiny arrangements form part of the governance framework of the Council.

### **4.2 Financial Implications**

Please see the report considered by the Executive on 13 June 2019 attached at Appendix A to this report.

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

Please see the report considered by the Executive on 13 June 2019 attached at Appendix A to this report.

### **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 scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the report enables the Council to monitor its performance.

### **4.5 Resource Implications**

Please see the report considered by the Executive on 13 June 2019 attached at Appendix A to this report.

### **4.6 Other Implications**

Not applicable.

### **4.7 Equalities Impact Assessment**

Please see the report considered by the Executive on 13 June 2019 attached at Appendix A to this report.



**5. Conclusion**

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on performance are welcomed.

**6. Background Documents**

None.

**7. Appendices**

Appendix A – Executive Report – 13 June 2019

Appendix B – Appendix A of the Executive Report – 13 June 2019

Appendix C – Year End 2018-19

**Contact Officer:**

Victoria Foreman  
Democratic Services Officer  
[vforeman@selby.gov.uk](mailto:vforeman@selby.gov.uk)  
01757 292046

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**Report Reference Number:** E/19/4

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**To:** Executive  
**Date:** 13 June 2019  
**Status:** Non Key Decision  
**Ward(s) Affected:** All  
**Author:** Stuart Robinson – Head of Business Development & Improvement  
**Lead Executive Member:** Mark Crane, Leader of the Council  
**Lead Officer:** Stuart Robinson, Head of Business Development and Improvement

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**Title:** Corporate Performance Report - Quarter 4 – 2018/19 (January to March)  
Year End 2018/19

**Summary:**

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

This report also includes a year-end summary of progress on delivery of the Council's Corporate Plan 2015-2020 as measured by year-end performance against KPIs in 2018/19 compared with year end data for KPIs in 2017/18.

**Recommendations:**

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

**Reasons for recommendation**

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

**1. Introduction and background**

- 1.1 High level performance reporting of progress against the Council's priorities – as set out in the Corporate Plan 2015-20 – is a key element of the performance management arrangements. The Corporate Performance Report

clearly follows the structure of the Corporate Plan, with a report card for each of the four main priority areas.

1.2 Progress on delivering the Council's priorities is demonstrated by a combination of:

- progress against priority projects/high level actions (are we meeting/expecting to meet delivery timescales); and
- performance against KPIs (are targets being met; are we getting better)

1.3 There are two parts to this report:

- the quarterly Corporate Performance Report (see appendix A) which sets out the detail in terms of progress (or otherwise) against the Council's priorities in quarter 4 of 2018/19 (covering the period January to March 2019); and
- the Year End summary report which covers performance across the whole of 2018/19 (see appendix B).

Greater detail on annual performance will be covered by the Annual Report which will be reported separately to Executive.

## **2. Quarter 4 2018/19**

### **2.1 Summary of progress**

To summarise progress in quarter 4:

- 63% of KPIs are showing improvement over the longer term, or have maintained 100% performance.
- 76% of KPIs are on target - a further 9% of KPIs are within five percent of target.

### **2.2 What went well in quarter 4**

- Number of SMEs supported - Selby Business week had a very positive impact, where the levels of engagement with new businesses peaked. 107 businesses supported, against a target of 50.
- % repairs to council-owned properties completed within agreed timescales (emergency/urgent repairs) - Performance remains consistent from last quarter, with 99.68% completed on time.
- Number of missed bins per 1,000 collections - Improvement continues - 64 justified missed collections reported out of a scheduled 231,800. This is compared to 159 missed collections in quarter 4 last year.
- Number of visits to combined leisure centres - As expected, quarter 4 showed an increase following the Christmas and New Year, together with additional promotional activity. Over 112k visits, against a target of 100k.
- Average days to process new benefit claims (total) - In quarter 4, new claims took an average of 17 days to process, against a target of 22.

System improvements allowed for some automation of Universal Credit award details, increasing speed and freeing up assessor time to concentrate on other work.

- Processing of planning applications: % Major applications processed in 13 weeks - 82% of all applications were processed within 3 weeks, consistently above target throughout the year, against a target of 60%.
- Customer Contact Centre - Average wait time for face to face 5 minutes against a target of 10 minutes. The team also continues to support Personal budget & Assisted Digital for Universal Credit.
- Housing delivery - 11 SDHT properties and 13 SDC/HRA properties were delivered.
- Number of additional homes provided in the district 639 – this is well above the 450 pa target which we have exceeded for the last three years and helps us to sustain our Five Year Housing Land Supply.

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

- Average time taken to re-let vacant Council homes – at 53.2 days this is significantly over the target turnaround time of 26 days. During Q4 we re-let 83 properties in an average of 53.2 days, compared to re-letting 64 properties in 47.9 days in Q4 last year. Of the 83 properties 46 were standard voids which required general property works to bring it back to a re-lettable standard and the other 37 properties required refurbishment or completion of major works. From Q1 2019/20 we will be changing how we report this KPI.
- The average days sickness for Q4 was 8.9 days per FTE. This is higher than target (5 days) and up on both the previous quarter (8.2 days) and Q4 last year (6.3 days). The numbers continue to reflect the significant impact of a small number of long term absentees. We continue to work with managers and Occupational Health (OH) to support absentees back to work. We are struggling to get staff into see OH due to pressures on the surgery. To mitigate this, we are carrying out individual risk assessments with employees on sick leave in lieu of them seeing OH which is proving quite effective. We have invoked ill health capability proceedings where appropriate. A review of the absence management policy is underway.
- Council housing rent and arrears collected - 97.81% against a target of 98.10%. We are beginning to experience the impact of Universal Credit and some accounts are falling into arrears whilst waiting for their claims to be processed. In most cases once the claims are processed we are getting back dated payments although they are about two months behind in their payment schedule. The team has also been down by 1 FTE.
- Planned savings – £360k of new savings were expected in 18/19, delivering a cumulative total of over £1m savings in the year. There is a shortfall of £225k on savings, driven by delays in police colocation, contact centre move and channel shift projects which are now expected in 19/20.

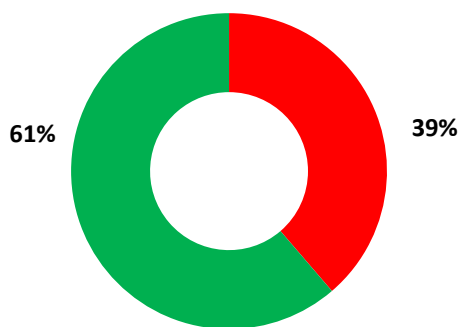
### 3. Annual Performance Report

3.1 Appendix B sets out the detail in terms of progress (or otherwise) against the Council's priorities during 2018/19.

The Annual Report (subject to a separate report to Executive) captures what went well/less well in greater detail. A summary of performance is set out in the charts over page:

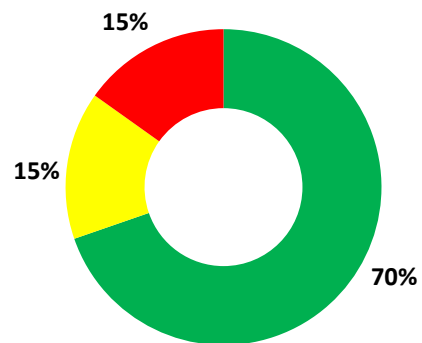
3.2 A summary of performance in 2018/19 is as follows:

**2018/19 Trend Analysis**



■ Trend - getting worse ■ Trend - improving

**2018/19 Target Analysis**



■ Ok ■ Warning ■ Alert

This chart shows how we have performed in 2018/19 in comparison to 2017/18. It only includes those indicators which are directly comparable.

This table shows how we have performed in 18/19 against our annual targets. This does not include those indicators which are for data only.

3.3 When compared to 2017/18:

#### Trend analysis

Year	Improved performance	Reduced performance	No change
2018/19	61%	39%	0
2017/18	60%	37%	3%

#### Target analysis

Year	On target	Amber warning	Missed target
2018/19	70%	15%	15%
2017/18	68%	15%	17%

3.4 Some aspects of performance were regular causes for concern in 2018/19. These were, and continue to be: the average time taken to re-let vacant Council homes, planned savings and employee sickness.

#### **4. Alternative Options Considered**

N/A

#### **5. Implications**

N/A

##### **5.1 Legal Implications**

None

##### **5.2 Financial Implications**

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

##### **5.3 Policy and Risk Implications**

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

##### **5.4 Corporate Plan Implications**

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

##### **5.5 Resource Implications**

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

##### **5.6 Other Implications**

N/A

##### **5.7 Equalities Impact Assessment**

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

#### **6. Conclusion**

##### **6.1** The performance data demonstrates continued performance improvement and delivery against Corporate Plan Priorities.

**7. Background Documents**

None

**8. Appendices**

Appendix A: Corporate Performance Report Quarter 4 2018/19

Appendix B: Corporate Performance Report KPIs Year End 2018/19

Contact Officer:

Stuart Robinson, Head of Business Development & Improvement

srobinson@selby.gov.uk; 01757 292296








# Delivering corporate priorities

## Corporate Performance Report

Quarter 4 2018/19

# Delivering corporate priorities: Summary Q4 2018/19

## Key

-  Corporate priority is on track
-  There are some concerns about this corporate priority
-  Significant concerns

## Key focus of our work

## What's gone well; what are we concerned about

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

#### Secure new investment in the district

(Lead Director: D Caulfield)



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

- Selby 950 - successful applications to the Arts Council (£70k) and the National Lottery Heritage Fund (£45k). The project also received £20k support from Drax Power Ltd. Artists and practitioners in place, full programme of high quality cultural activity will take place alongside partner events throughout 2019.
- Future High Street Fund - submission of Expression of Interest to Phase1- to support development of a multi-modal transport and movement plan for Selby town.
- Development site at Church Fenton Aerodrome received unanimous planning approval to proceed to April Planning Committee;
- Leeds City Region Growth Service, in which SDC performance is one of the highest in the LEP, extended for a further 3 years with EU funding. The new and expanded programme starts immediately in the new financial year.
- Planning application received to develop 31 small industrial units (ranging from 1500-5000sq.ft) with access to the A63 and adjacent to Rigid Containers and Sedalcol.
- Clipper Logistics are expanding their current site to support their client ASOS;
- Ford Motor Company - set up operations on Sherburn 2 site, ahead of their £18m investment in a regional vehicle pre-delivery inspection centre.

#### What are we concerned about:

- The refusal of Planning Permission for the Gascoigne Rail Freight Interchange highlighted concerns from members around infrastructure provision and alignment with the Local Plan. We will work with the developer, Harworth Estates, to consider how an acceptable scheme can be brought forward on this strategic site.

#### Improve employment opportunities

(D Caulfield)



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

- SDC have been approached by regional representatives of DWP with a view to releasing employment opportunities in Sherburn and Selby to people from areas of high deprivation in the Leeds and Wakefield 5 towns area. DWP have access to central funding to support Access to Employment offering the potential to deliver a supported transport solution feeding into these employment areas.
- Approval of the planning application for the Create Yorkshire facility at Church Fenton will provide future employment opportunities in the film, media and creative digital sectors. Since the beginning of the year and ahead of the approval being granted, two significant businesses have re-located their operations to Church Fenton in anticipation of the growth and employment opportunities that will be created.

#### What are we concerned about:

- N/A

**Improve access to training and skills for work**

(D Caulfield)



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

- SDC Business Week (4-8 March) – central theme skills - was an outstanding success. Timed to coincide with the National Apprenticeship Awareness week it included 11 different events starting with a tour and presentation at Lambert Engineering who are an exemplar when it comes to creating opportunity and careers for apprentices. The SDC Economic Partnership Forum was dedicated to the development of skills and aligning opportunities between business and the training providers;
- Also during the Business Week SDC co-hosted the first ever Selby Apprenticeship Awards in partnership with Selby College celebrating both education and work place achievement;
- Agreed £35k Green Power Project with Drax – part of a wider social strategy to increase STEM skills in a local cluster of schools building electric cars. Facilitated involvement of 7 primary, secondary schools alongside Selby College as part of a longer term investment in education and skills to promote workforce readiness.

**What are we concerned about:**

- N/A

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

Caulfield)



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

- Plans for Tour de Yorkshire and Yorkshire 2019 Para Cycling International progressing well. Sponsorship from Rigid containers for the Fan Zone Tour de Yorkshire finish. Communities throughout the District are planning to dress their towns and showcase the District;
- Work commenced on Selby's town centre strategy and action plan – over 600 respondents from local business and residents to understand the perceived strengths, challenges and priorities for the town. Tadcaster and Sherburn in Elmet approach to begin later in 2019.

**What are we concerned about:**

- Long term challenges for our town centres particularly including support for local high street business, enhancing heritage and social experience, reducing congestion.

Delivering Priority 2 - A great place to... **Enjoy Life****Improving the supply of housing**

(Lead Director: D Caulfield)

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

- Tenants moved into new properties built by the Council in Byram;
- Housing needs survey carried out in North Duffield to find out if there is a need for affordable housing and the type and mix of homes required;
- Number of additional homes provided in the district – 639 in the last twelve months; this is well above the 450 pa target and means that the Council passes the Government's new housing delivery test. The Council has exceeded the target for the last three years and these high completions help to sustain the Five Year Housing Land Supply;
- Number of affordable homes in the district – 182 in the last twelve months - over twice as many as the previous year. Of this 13 were built by the Council, 11 were delivered by Selby District Housing Trust and 158 were secured through Section 106 agreements.

**What are we concerned about:**

- N/A

**Improving healthy life choices**

(D Caulfield)

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

- Delivered a stakeholder session with Inspiring Healthy Lifestyles (IHL) and the Selby Health Matters representatives to understand key health priorities for the district and identify service delivery opportunities with partners;
- Fit and Fed activity launched by IHL taking place every Friday evening 6-8pm during school holidays from Feb 2019 until the end of Summer;
- Internal and external stakeholder engagement completed in developing local cycle and walking infrastructure plans to identify priority corridors for development in the three district towns.

**What are we concerned about:**

- N/A

Delivering Priority 3 - A great place to... **Make a Difference****Empowering and involving people in decisions about their area and services**

(Lead Director: D Caulfield)

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

- Use of social media to shape plans for the Tour de Yorkshire eventzone. 13,000 people were reached with 220 reactions, comments and shares to identify use of the large screen and inclusion of an outdoor cinema as part of the delivery;
- Four of the Community Engagement Forums reviewed their community development plans this quarter, prioritising projects based on feedback from their local areas.

**What are we concerned about:**

- N/A

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

(D Caulfield)

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

- Tour de Yorkshire Roadshows held in January and February in Selby Abbey, Cawood and Womersley – included opportunity for residents to sign up as Tour Makers to deliver the event. Events also saw communities establish their own working groups to deliver on the day as well as sign up volunteers to deliver Selby 950 events for the Abbey.

**What are we concerned about:**

- N/A

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

(D Caulfield)

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

- Expanded the use of the GIS mapping facility (MySelbyDistrict) to include up to date information on schools, GP surgeries, bin collection dates, councillor details, polling stations, recycling centres etc. Improved the Local Plan Online Map – showing the Core Strategy and Local Plan policies

**What are we concerned about:**

- N/A

## Delivering Priority 4 - Delivering **Great Value**

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

(Lead Director: J Slatter)



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

- Undertook engagement with staff around the following:
  - organisational development strategy
  - approach to staff briefings
  - approach to digital workforce programme/implementation of Office 365

#### What are we concerned about:

- N/A

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

(J Slatter)



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

- Commissioned a number of services including, Selby 950 events co-ordination, Selby town centre revitalisation support and Tour de Yorkshire event management;
- Approval granted to replace our waste and recycling fleet for service commencement in April 2020.

#### What are we concerned about:

- N/A

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

(J Slatter)



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

- Delivered two significant communications campaigns in advance of the Tour de Yorkshire and the Local Elections;
- Delivered a new approach to consultation – utilising social media. We received over 250 direct senses and engaged with nearly 13,000 people through our social media posts about our plans to upgrade Micklegate and Back Micklegate car parks in Selby;
- Supporting the Council's first Business Week in March 2019, we created a webpage on our website which received over 1000 views and through our social media post we reached nearly 2,000 people on Facebook, over 8,000 impressions on Twitter and secured two 'top 50' Great Gov. tweets.

#### What are we concerned about:

- N/A

### Helping people access services digitally

(J Slatter)



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

- Upgrade of Public Access to improve customers ability to search planning applications via map interface;
- Completed the implementation of Modern Gov which supports residents to access information regarding Council decision making;
- Upgraded the search facility on the council's website to enable customers to access the information they require more easily.

#### What are we concerned about:

- N/A

# Delivering corporate priorities: Exceptions Q4 2018/19

## Summary

63%

KPIs improved

76%

KPIs on target










Indicator/action	Exception	Actions/Comments
<b>Positive performance - KPIs</b>		
Number of SMEs supported	Target exceeded	Selby Business week had a very positive impact, where the levels of engagement with new businesses peaked. 107 businesses supported, against a target of 50.
% repairs to council-owned properties completed within agreed timescales (emergency/urgent repairs)	Target exceeded	Performance remains consistent from last quarter, with 99.68% completed on time.
Number of missed bins per 1,000 collections	Target exceeded	Improvement continues - 64 justified missed collections reported out of a scheduled 231,800. This is compared to 159 missed collections in Q4 last year.
Number of visits to combined leisure centres	Target exceeded	As expected, Q4 showed an increase following the Christmas and New Year period, together with additional promotional activity. Over 112k visits, against a target of 100k.
Average days to process new benefit claims (total)	Target exceeded	In Q4, new claims took an average of 17 days to process, against a target of 22. Northgate improvements allowed for some automation of Universal Credit award details, increasing speed and freeing up assessor time to concentrate on other work.
Processing of planning applications: % Major applications processed in 13 weeks	Target exceeded	82% of all applications were processed within 3 weeks, consistently above target throughout the year, against a target of 60%.
The average wait time - in minutes - before a customer is seen by an advisor.	Target exceeded	5 minutes against a target of 10. Average wait time is 2 minutes less than Q4 last year with 360 fewer customers. The team continues to support Personal budget & Assisted Digital for UC, and staffing has enabled the team to beat service targets, whilst supporting phone cover flexibly.











































# Delivering corporate priorities: Exceptions Q4 2018/19

Indicator/action	Exception	Actions/Comments
<b>Negative performance - KPIs</b>		
Average time taken to re-let vacant Council homes (General Need & Sheltered combined)	Target not met	During Q4 we re-let 83 properties in an average of 53.2 days, compared to re-letting 64 properties in 47.9 days in Q4 last year. Of the 83 properties 46 were standard voids which required general property works to bring it back to a re-lettable standard and the other 37 properties required refurbishment or completion of major works. From Q1 2019/20 we will be changing how we report this KPI.
Council housing rent and arrears collected	Target not met	97.81% against a target of 98.10%. We are beginning to experience the impact of Universal Credit and some accounts are falling into arrears whilst waiting for their claims to be processed. In most cases once the claims are processed we are getting back dated payments although they are about two months behind in their payment schedule. The team has also been down by 1 FTE.
Average days sick per FTE (full time employee) rolling 12 months	Target not met	The average days sickness for Q4 was 8.9 days per FTE. This is higher than target (5 days) and up on both the previous quarter (8.2 days) and Q4 last year (6.3 days). The numbers continue to reflect the significant impact of a small number of long term absentees. We continue to work with managers and Occupational Health (OH) to support absentees back to work. We are struggling to get staff into see OH due to pressures on the surgery. To mitigate this, we are carrying out individual risk assessments with employees on sick leave in lieu of them seeing OH which is proving quite effective. We have invoked ill health capability proceedings where appropriate. A review of the absence management policy is underway.
Amount of planned savings achieved	Target not met	£360k of new savings were expected in 18/19, delivering a cumulative total of over £1m savings in the year. There is a shortfall of £225k on savings, driven by delays in police colocation, contact centre move and channel shift projects which are now expected in 19/20.









# Delivering corporate priorities: KPIs Q4 2018/19

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change/Not applicable		No Change/Not applicable
	OK		Getting Worse		Getting Worse

KPI	Direction of Travel	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Number of SMEs supported	Aim to Maximise	43	49	53	47	107	50			
Number of additional homes provided in the district (annual)	Aim to Maximise	524	Not measured for Quarters			639	450			
Number of affordable homes provided in the district (annual)	Aim to Maximise	86	Not measured for Quarters			182	180			
Number of Selby District Housing Trust units delivered	Aim to Maximise	0	Not measured for Quarters			11	6			
Number of Selby District Council/HRA units delivered	Aim to Maximise	15	Not measured for Quarters			13	13			
Average time taken to re-let vacant Council homes (General Need & Sheltered combined)	Aim to Minimise	43.6	40.5	43.6	62.1	53.2	26			
% of repairs to council-owned properties completed within agreed timescales (urgent/emergency repairs combined)	Aim to Maximise	99.90	98.66	99.67	100.00	99.68	97.00			
Total number of Empty Homes (6 months +) brought back into use through direct action	Aim to Maximise	18	6	17	24	24	20			
Number of missed bins per 1,000 collections (average collections per month 77,276)	Aim to Minimise	0.69	0.42	0.37	0.32	0.28	0.28			
% of relevant highways and land assessed as being within contract standard for litter	Aim to Maximise	95.99	Not measured for Quarters			97.06	95			
Number of visits to combined leisure centres	Aim to Maximise	109,946	109,073	95,746	80,209	112,324	100,000			
% of Council Tax collected	Aim to Maximise	98.37	29.85	57.13	84.65	98.35	97.90			
% of Council Housing Rent & Arrears collected	Aim to Maximise	98.52	93.31	94.96	97.24	97.81	98.10			
% of Non-domestic Rate collected	Aim to Maximise	99.36	28.68	55.50	80.88	99.62	98.55			

KPI	Direction of Travel	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% of Sundry Debt collected	Aim to Maximise	98.09	46.3	73.09	80.03	95.62	98.09			
External auditor Value for Money conclusion	-	Not measured for Quarters				Yes	Yes			
Amount of planned savings achieved (£)	Aim to Maximise	£923k	£245k	£896k	£855k	£828k	£1.05m			
Average days to process new benefit claims (total)	Aim to Minimise	21.56	23.84	21.14	17.19	17.02	22.00			
Average days to process Change of Circumstances	Aim to Minimise	3.32	4.82	5.54	4.33	2.06	8.40			
Processing of planning applications: % Major apps processed in 13 weeks	Aim to Maximise	88.89	87.50	100.00	78.57	81.82	60.00			
Processing of planning applications: % Minor/Other apps processed in 8 weeks	Aim to Maximise	89.02	86.78	73.53	80.4	69.51	75.00			
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	88	94	94	81	96	90			
% of FOI responded to within 20 days	Aim to Maximise	86.31	90.34	89.06	86.27	90.56	86.00			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.33	5.33	6.33	4.33	5.00	10.00			
The average wait time - in mins - before a customer phone call is answered by an advisor	Aim to Minimise	1.54	1.07	1.25	.53	1.27	2.00			
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	-	32	32	29	50	40			
Corporate health & safety : The number of incidents reported	Aim to Minimise	2	2	8	3	4	3			
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	6.33	7.30	8.10	8.19	8.91	5.00			
Amount of Business Rates retained (£s)	Aim to Maximise	£9.72m	£10.01m	£10.01m	£10.01m	£10.01m	£7.50m			
Council Tax base	Aim to Maximise	30797.6	30539	30870.8	31160.3	31094.1	31050			
Number of GP Referrals	Aim to Maximise	97	63	48	46	80	75			

KPI	Direction of Travel	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% of active 'Lifestyle' members participating in 1 or more sessions per week	Aim to Maximise	46.6	43.9	39.5	43.5	<b>48.4</b>	<b>51</b>			
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	75	100	100	100	<b>100</b>	<b>90</b>			








# Context indicators

Q4 2018/19

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

Indicator	Update frequency	Previous Value	Latest Value	Regional comparison
Resident population of the district	annual	86,900	<b>87,900</b>	n/a
% of the district population of working age (16-64)	annual	62	<b>61.6</b>	above average
% of the district population aged 65+	annual	19.7	<b>19.9</b>	below average
% working age population in employment	quarterly	76.1	<b>77.0</b>	above average
% working age population claiming Job Seekers Allowance	quarterly	0.5	<b>0.4</b>	below average
% working age population qualified to Level 4+ (annual measure)	annual	31.1	<b>28</b>	below average
% working age population with no qualifications (annual measure)	annual	8.9	<b>7.6</b>	above average
Total Gross Value Added (£)	annual	1,879m	<b>1,930m</b>	n/a
VAT Registrations per 10,000 Population Aged 16+	annual	-	<b>486.9</b>	n/a
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	553.40	<b>546.9</b>	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.7	<b>2.9</b>	below average
% adults defined as overweight or obese (annual measure)	annual	63.8	<b>63.5</b>	below average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	17.87	<b>18.2</b>	above average

# Delivering corporate priorities: KPIs Year end 2018/9

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

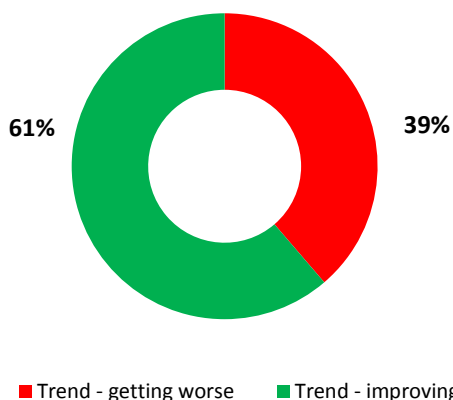
KPI	Direction of Travel	2017/2018	2018/2019	Trend	Traffic Light	What does this mean?
Number of SMEs supported	Aim to Maximise	100	256			The success of Business Week in March contributed to this excellent performance.
Number of additional homes provided in the district	Aim to Maximise	524	639			Well above the 450 pa target (exceeded for the last three years) and helps us to sustain our 5YHLS.
Number of affordable homes provided in the district	Aim to Maximise	86	182			157 through section 106 agreements, 13 built by the Council and 11 by Selby District Housing Trust
Number of new Selby District Housing Trust units delivered	Aim to Maximise	0	11			We have built new homes in Riccall and taken ownership of new build properties in Ulleskelf this year.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	15	13			We have built new family homes in Byram this year.
Average time taken to re-let vacant Council homes (General Need & Sheltered combined)	Aim to Minimise	34.2	50.3			290 properties re-let in 2018/19. From Q1 we will be changing the way we report this KPI.
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.55	99.48			We have maintained performance across another busy year - 4997 repairs this year.
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	18	24			We continue to benefit from dedicated resources – annual target exceeded at Q3.
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.34	0.35			Number of developments is putting pressure on rounds.
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	95.99	97.06			During 2018/19 792 out of 816 streets inspected were within contract standard.
Number of visits to combined Leisure Centres	Aim to Maximise	395,893	397,352			This has improved since last year and we are just below target. We continue to actively promote our leisure services.
Number of gym 'Lifestyle' members as % of population	Aim to Maximise	19.3	10.63	N/A		Lifestyle cards enable us to monitor service use. This is less useful as a performance measure and will be replaced in future. In Q1 this year we changed how this was calculated.
Council Tax Base	Aim to Maximise	30,798	31,094			During the year there has been an increase of 698 dwellings, which increased the base by 296.5, after taking into account discounts and exemptions.
% of active gym 'Lifestyle' members participating in 1 or more sessions per week	Aim to maximise	46.65	48.4			Strong performance. We continue to actively promote services.
Number of GP referrals	Aim to maximise	377	237			Performance is directly affected by our other health programmes. We continue to work with local GPs and the PCT to promote the programme.
External auditor Value for Money conclusion	Maintain	Yes	Yes			The external auditor concludes we have in place arrangements to secure value for money.
Amount of planned savings achieved (£000s)	Aim to Maximise	£923k	£828k			£360k of new savings expected – £225k shortfall due to delays in police colocation, contact centre move and channel shift projects - expected 19/20
Average days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	6.33	8.91			We have implemented measures to tackle absence including training managers.
Average time to process new benefit claims (total)	Aim to Minimise	21.34	19.7			System efficiencies have contributed to good performance.
Average days to process Change of Circumstances	Aim to Minimise	4.61	4.20			Consistent performance – target may be revised in future.
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	79.63	83.33			We continue to see the benefits of our planning review and the additional resources we put in place.

# Delivering corporate priorities: KPIs Year end 2018/9

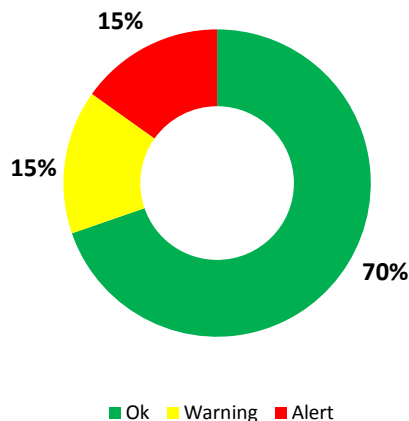
Key: Data Only   Trend - No Change   Trend - Improving   Trend - Getting Worse  
 Alert – target not met   Warning – target not met but within acceptable limit   OK – target met

KPI	Direction of Travel	2017/2018	2018/2019	Trend	Traffic Light	What does this mean?
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	88.32	77.78			A slight dip due to a couple of officers leaving the authority. These vacant posts are now being filled which should improve performance.
% of stage 1 complaints responded to within 20 working days	Aim to Maximise	80	91			We have improved our efficiency in dealing with complaints.
% of stage 2 complaints responded to within 20 working days	Aim to maximise	79	100			100% performance achieved throughout the year.
% Freedom of Information requests responded to within in 20 days	Aim to Maximise	86	89.16			Improvements to our open data have allowed us to respond to FOIs quicker.
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.33	5			Recruitment and self-serve options have helped to improve performance.
The average wait time - in minutes - before a customer phone call is answered by an	Aim to Minimise	1.54	1.03			Recruitment and access to online information has impacted positively on performance.
% of people accessing Benefits forms and Taxation direct debits forms online in relation to other channels	Aim to Maximise	N/A	35	N/A		There has been a good take up rate for the new on-line forms. 70% of direct debit forms submitted in Q4 were on-line.
Health & Safety: Accidents in the last 12 months (Year to date)	Aim to Minimise	15	17			One of these accidents was classed as reportable to the HSE – they were satisfied with the submitted report and requested no further information.
% of Council Tax debt collected	Aim to Maximise	98.37	98.35			We are 0.45% ahead of target which is equivalent to 251k.
% of Council Housing rent and arrears collected	Aim to Maximise	98.52	97.81			Universal Credit and some staff shortages have impacted on performance.
% of Non-domestic Rate debt collected	Aim to Maximise	99.36	99.62			£433k above target and 0.26% ahead compared to last year.
% of Sundry Debt collected	Aim to Maximise	98.09	95.62			Staff shortages and systems issues (under investigation) have impacted on performance.
Amount of Business Rates Retained (£s)	Aim to Maximise	9,720,451	10,009,411			Improved performance as we continue to receive the renewable energy windfall.

## 2018/19 Trend Analysis



## 2018/19 Target Analysis



This table shows how we have performed in 2018/19 in comparison to 2017/18. It only includes those indicators which are directly comparable.

This table shows how we have performed in 18/19 against our annual targets. This does not include those indicators which are for data only.



**Report Reference Number:** S/19/4

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Officer:** Karen Iveson, Chief Finance Officer

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**Title: Financial Results and Budget Exceptions Report to 31 March 2019**

**Summary:**

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which sets out Financial Results and Budget Exceptions Report to 31 March 2019, which was considered by the Executive at its meeting on 30 May 2019.

**Recommendation:**

**The Scrutiny Committee is asked to consider the contents of the report and make any comments on the Council's financial results and budget exceptions.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial information contained in the report enables the Council to monitor its financial and budgetary position and to ensure that budget exceptions are brought to the attention of Councillors.

**1. Introduction and background**

- 1.1** Please see the summary, introduction and background sections of the report considered by the Executive on 30 May 2019 attached to this report at Appendix A.

**2. The Report**

- 2.1** Please see the report considered by the Executive on 30 May 2019 attached to this report at Appendix A.

**3. Alternative Options Considered**

None.

**4. Implications**

#### **4.1 Legal Implications**

Please see the report considered by the Executive on 30 May 2019 attached at Appendix A to this report.

#### **4.2 Financial Implications**

Please see the report considered by the Executive on 30 May 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 scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial position and performance against budget is fundamental to delivery of the Council's Corporate Plan, achieving value for money and ensuring financial stability.

#### **4.5 Resource Implications**

None applicable.

#### **4.6 Other Implications**

Not applicable.

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

Not applicable.

### **5. Conclusion**

**5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on financial results and budget exceptions are welcomed.

### **6. Background Documents**

None.

### **7. Appendices**



Appendix A – Executive Report – 30 May 2019

Appendix B – Appendices A to E of the Executive Report – 30 May 2019

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Report Reference Number: E/19/01

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**To:** Executive  
**Date:** 30 May 2019  
**Status:** Key Decision  
**Ward(s) Affected:** All  
**Author:** Peter Williams, Head of Finance  
**Lead Executive Member:** Cllr Cliff Lunn, Lead Executive Member for Finance and Resources  
**Lead Officer:** Karen Iveson, Chief Finance Officer

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**Title: Financial Results and Budget Exceptions Report to 31st March 2019**

**Summary:**

After carry forward requests, which are detailed in **Appendix E**, the Council's year end results for 2018/19 show a surplus of (£59k) on the General Fund against budget. There are a number of variances (positive & negative) which make up this surplus, including: a shortfall on planned savings, in year staffing savings, lower planning income, changes in waste and recycling income and higher investment income. It is proposed that the surplus is transferred to the Contingency Reserve to support future spending needs.

The Housing Revenue Account shows a significant surplus of (£753k), which is mainly driven by lower external borrowing requirements due to delays in progressing the housing development programme. The surplus will be transferred to the Major Repairs Reserve to help fund future capital expenditure.

More detailed analysis of the General Fund and Housing Revenue Account variances can be found in the report below and **Appendix A**.

Planned savings for the year were achieved in the Housing Revenue Account. However, General Fund savings fell short by £225k as some initiatives slipped into 2019/20. Details of the planned savings and their status can be found in **Appendix B**.

Capital programme spend was significantly under budget as a number of projects have experienced delays and are to be carried forward into 2019/20. After assumed carry forwards, a saving of (£688k) has been achieved - (£91k) General Fund and (£597k) Housing Revenue Account. The General Fund saving relates to a low take up from the private sector for Repair Loans for emergency repairs and planned works to the leisure centre not being required. In the Housing Revenue Account,

Byram Park Road project has been completed with a saving of (£597k), primarily due to receipt of a grant to help fund the project. A summary analysis of the capital programme can be found in the report below with a more detail in **Appendix C**.

Programme for Growth continues with the programme set and approved by Members. In 2018/19 Programme spend totalled £2.005m with a further £7.859m of funding rolling into future years. These projects are delivered over multiple years, and so are shown in the report below and **Appendix D** as total project value rather than in year delivery.

### **Recommendations:**

Recommendations:

1. The General Fund, HRA and Programme for Growth funds set out in Appendix D totalling £19.8m be carried forward from 2018/19 to 2019/20.
2. The £59k General Fund surplus is transferred to the Contingency Reserve to support future spending needs.
3. The additional £753k HRA surplus be transferred to 'HRA Major Repairs Reserve' to support the future capital programme.

### **Reasons for recommendation**

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

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

- 1.1 The revenue budgets and capital programmes were approved by Council on 21 February 2019. This report and associated appendices present the financial performance as at 31 March 2019 against the budget.

#### **2. Main Report**

##### **General Fund Revenue**

- 2.1 For the year 2018/19 the Council's General Fund activities resulted in a surplus of (£59k). Details of the variances against budget are set out at **Appendix A**.

<b>General Fund Account – Final Outturn</b>	<b>Budget £000's</b>	<b>Actual £000's</b>	<b>Variance £000's</b>
Net Revenue Budget	18,218	17,934	(284)
Settlement Funding including RSG/NDR and other Grants	(4,198)	(4,198)	0
<b>Amount to be met from Council Tax</b>	<b>14,020</b>	<b>13,736</b>	<b>(284)</b>
Council Tax	(5,403)	(5,403)	0
Collection Fund Surpluses	(7,724)	(7,724)	0
<b>Shortfall/(Surplus)</b>	<b>893</b>	<b>609</b>	<b>(284)</b>
Savings Target	(225)	0	225
Net Surplus / (Deficit) transferred from Business Rates Equalisation Reserve	(668)	(668)	0
<b>Net Revenue Budget (Surplus)</b>	<b>0</b>	<b>(59)</b>	<b>(59)</b>

2.1.2 The main variances to the General Fund budget are:

- A £225k shortfall on planned savings as outlined in the planned savings section of this report and in more detail in Appendix C.
- Salary savings of (£214k) as a result of vacancies being held to mitigate the shortfall in planned savings, this is in excess of the (£140k) vacancy factor which was built into the budget.
- Additional income of (£204k) in investment interest due to buoyant cash balances and the August 2018 bank base rate rise. General interest received in excess of £300k has been transferred to the Contingency Reserve in line with policy. In addition, there was income net of fees from the property fund investments placed in October 2018.
- Planning Fee income & Pre Application advice fell short of the budget by £124k with a number of larger applications not being submitted as anticipated, including some which will be submitted in the next financial year.
- Waste collection rounds increased for new properties but efficiency in the rounds helped to contribute (£75k) of savings against budget. In addition, new properties helped to generate a further (£60k) of recycling income. However the price per tonne for recycling was lower than expected resulting in lower sales income by £137k.
- The commercial waste service income was (£44k) higher than budgeted due to an increase in uptake of the service, with an increased margin of (£13k).
- Unspent operational contingency (£43k).

## 2.2 Housing Revenue Account (HRA)

2.2.1 For the year 2018/19 the Council's Housing Revenue Account activities resulted in a surplus of (£753k). Details of forecast variances against budget are also set out at **Appendix A**.

<b>Housing Revenue Account – Final Outturn</b>	<b>Budget £000's</b>	<b>Actual £000's</b>	<b>Variance £000's</b>
Net Revenue Budget	11,141	10,339	(802)
Dwelling Rents	(11,940)	(11,891)	49
<b>Shortfall / (Surplus)</b>	<b>(799)</b>	<b>(1,552)</b>	<b>(753)</b>
Savings Target	0	0	0
<b>Net Surplus / (Deficit) transferred to Major Repairs Reserve</b>	<b>799</b>	<b>799</b>	<b>0</b>
<b>Net Revenue Budget (Surplus)</b>	<b>0</b>	<b>(753)</b>	<b>(753)</b>

### 2.2.1 The main variances to budget are:

- External borrowing was lower due to work programmes including the housing development programme being funded from grants and internal borrowing in the short term. It is anticipated that external borrowing will be needed in the future, in particular as the housing development programme progresses, but a saving of approximately (£374k) was made in 2018/19.
- Bad debt provisions were expected to increase substantially this year with the introduction of Universal Credit. However, impacts on housing rents from its introduction have not been as high as anticipated resulting in a saving of (£156k) in 2018/19. Bad debt levels in the Housing Revenue Account will be kept under review in 2019/20.
- Investment returns were (£88k) higher than budget as a result of buoyant cash balances and the increase in the Bank of England base rate.
- The painting revenue budget for the housing stock was underspent (£36k) with a wider capital programme being formulated to identify requirements. In addition, solid fuel servicing (£22k), Ousegate Hostel (£26k) and the Community Centres (£33k) all required less responsive repairs investment in the year.
- Unspent contingency of (£75k).
- Rents were 0.4% down against budget, mainly due to higher levels of void properties.

## 2.3 Planned savings

### 2.3.1 The General Fund savings fell short of the target for the year by £225k. The key areas to note are as follows:

- Planning savings were £140k short of target in the year. It was recognised that £60k of the target could be met this year through staff efficiencies, with a reduction of the number of FTE delivering the planning service in 18/19.
- Asset rationalisation fell short of target by £62k. The police colocation project was expected to generate income in 2018/19, but delays mean that the move will now take place in early 2019/20.

- Efficiencies of £42k were generated in the year by the increase in online transactions. Delays to the channel shift project mean that this is £27k short of the budget but increased savings are expected in this area in 2019/20 as the project continues to roll out.
- Collaboration with another local council has generated £30k of additional income.
- Details of all planned savings can be found in **Appendix B**.

## 2.4 Capital Programme

2.4.1 Capital spend against the approved programmes was significantly below budget for the year as a number of large schemes slipped into 2019/20. After assumed carry forwards an overall saving of £688k was achieved. Full details can be found in **Appendix C**.

Capital Programme	Budget £000's	Actual £000's	Carry Forward £000's	Variance £000's
General Fund	9,622	2,567	6,964	(91)
Housing Revenue Account	7,566	2,742	4,227	(597)
<b>Total</b>	<b>17,188</b>	<b>5,309</b>	<b>11,191</b>	<b>(688)</b>

2.4.2 The General Fund variance of (£91k) is made up of:

- Low uptake on repair loans for private homeowners. This budget was to be used for assisting vulnerable private homeowners with essential emergency repairs. The uptake was lower than anticipated, resulting in an underspend of (£50k).
- IHL have completed inspections of the items in the planned maintenance programme for 2018/19 and no works are required to leisure facilities saving (£30k).
- The bus station refurbishment was completed for less than budgeted with a saving of (£11k).

2.4.3 The HRA capital programme variance of (£597k) relates to the house building project at Byram Park Road. The award of Homes England grant means that (£500k) of Council funding can be diverted to other schemes. In addition, the completed scheme cost (£97k) less than expected.

2.4.4 21 council houses were sold under right to buy in the year against an assumption of 20. This generated £623k of net capital receipts which was £123k higher than budget. There was also £42k of additional receipts for land and discount repayments which were not expected.

## 2.5 Programme for Growth (PfG)

2.5.1 The programme has a multi-year programme budget of £6.7m to fund a number of projects over the next 2-3 years. There has been considerable progress in 18/19 with project spend of £1.7m and other spend committed for

delivery across a range of projects in 2019/20. The remaining PfG funding will be carried over to allow delivery of the agreed multi-year programme of projects.

2.5.2 A key issue in 18/19 was to ensure that the PfG was properly aligned with the recently adopted Economic Development Framework and 2 year Action Plan for 2019 and 2020 including having the right resources in place in the Economic Development & Regeneration service to ensure this can be delivered. Executive (January 2019) approved the proposed re-allocation of PfG resources to deliver the EDF Action Plan.

2.5.3 A project by project progress report can be found in Appendix D. This is also highlights where PfG funding was re-allocated to support the Economic Development & Regeneration service.

2.5.4 Good progress overall continues to be made across the range of PfG projects with the full £6.7m of project budgets forecast to be spent over the lifetime of the programme. There has been some slippage on projects this year but some highlights include:

- Health Living Concepts Fund - has jointly funded work on Local Cycling and Walking Infrastructure Plans with North Yorkshire County Council which can then be used to secure funding for infrastructure investment. They will be completed in 2019.
- Visitor Economy (Tourism and Culture) – 2 key staff appointed to oversee this work with 3 year action plan agreed. They are playing a key role in delivery of other PfG projects such as Celebrating Selby 950 and the Tour de Yorkshire which will both be delivered in 2019. Match funding has successfully been awarded by Arts Council England (£70k) and Heritage Lottery Fund (£45k) which will enable an exciting and engaging programme of work to be delivered for Selby 950.
- Growing Enterprise – this jointly funds our SME Business Advisor post and work through Ad:Venture and Digital Enterprise which has secured significant grant aid and expert support for local businesses in the district. The first Selby District Business Week was a real success.
- Retail Experience (STEP) – this has funded the pop-up public realm in Selby Town and STEP are now helping to drive forward a range of initiatives to support the high street and enhance the town centre including further street scene improvements planned for later in 2019.
- Town Masterplanning – the work being led by People and Places (Chris Wade) to develop town centre revitalisation plans is progressing well including significant survey work and consultations in Selby and submission of a Future High Streets Fund bid for Selby town centre in March 2019. Further work on this across the three towns will continue into Summer/Sept 2019.



2.5.5 Further details can be found in **Appendix D**.

## 2.6. Carry Forwards

2.6.1 There are a number of carry forwards in the year which are itemised in **Appendix E**. The key items of note are:

### General Fund Revenue - £1.0m

- Specialist fees for the Local Plan of £318k which will be incurred over the duration of delivery.
- Support costs for the new Housing System project of £109k which will continue over the coming two years.
- £135k of contingency has not been drawn down in the year so will be carried forward to help support future years.

### General Fund Capital - £7.0m

- £5m of future loans to the Selby District Housing Trust for New Build Projects which will be incurred as building projects progress.
- Work continues on the car park improvement programme with nine areas identified for future delivery, £428k will be carried forward to fund this work.
- Issues with street work licensing mean that the work on Portholme Culvert will commence in May 2019. £419k is to be carried forward for this.
- £325k is required in 2019/20 to bring the industrial units road up to an adoptable standard to reduce potential future liabilities for the Council as the road deteriorates.
- There has been a significant increase in spend on Disabled Facilities Grants this year with £440k spent. Funding of £228k is to be carried over to continue this level of delivery in 2019/20.

### HRA Capital - £4.2m

- The housing development programme is progressing but the projects are challenging in terms of viability and therefore significant work to develop appropriate schemes and procure developers within the required cost envelope has meant delays. Accordingly the schemes will deliver over multiple years and a £1.2m carry forward is required to complete this investment.
- The discussions with leaseholders regarding the roof replacement programme on the Hillside estate continue. The roofs are in need of replacement so funds of £711k need to be carried forward to fund this once the leaseholder discussions are concluded.
- The Empty Homes Delivery plan is expected to deliver over the next two years with a case load of potential properties being worked on and a commitment to Homes England to purchase six properties in 2019/20. Funds of £600k will be carried forward for this.

- A number of housing maintenance programmes are underspent by a total of £1.3m due to the time it has taken to put contracts in place to deliver large programmes of work. These contracts are larger and multi-year contracts in order to make them more appealing to larger suppliers, and therefore the profile of works is now expected to take place over more than one financial year. A carry forward is required to ensure delivery of these contracts that will improve the housing stock.

Programme For Growth - £7.6m

- The projects in this programme are to be delivered over multiple years and therefore this will carry forward into 2019/20 to continue the approved projects. £5.4m of project funding will be carried forward as will £2.2m to cover staffing costs and contingency.

#### **4. Alternative Options Considered**

Not applicable

#### **5. Implications**

Not applicable

##### **5.1 Legal Implications**

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

##### **5.2 Financial Implications**

The financial implications are highlighted in the body of the report and appendices.

##### **5.3 Policy and Risk Implications**

There are no specific policy or risk implications beyond those highlighted in the report.

##### **5.4 Corporate Plan Implications**

**5.4.1** The financial position and performance against budget is fundamental to delivery of the Council's Corporate Plan, achieving value for money and ensuring financial stability.

**5.4.2** The Programme for Growth plays a critical role in delivering the priorities set out in the Corporate Plan and its recent refresh.

##### **5.5 Resource Implications**

Not applicable

## **5.6 Other Implications**

Not applicable.

## **5.7 Equalities Impact Assessment**

Not applicable.

## **6. Conclusion**

- 6.1 At the end of 2018/19, after carry forward requests, the outturn shows a surplus on both the General Fund (£59k) and the Housing Revenue Account (£753k). These surpluses will be transferred to the contingency and major repairs reserves respectively.
- 6.2 There has been slippage in projects and programmes in both the General Fund and Housing Revenue Account and consequently these will require funds to be carried forward.
- 6.3 The Programme for Growth is planned to deliver over three years and progress has been made on a number of projects. The unspent balance of the fund will be carried forward into 2019/20 to enable work to continue.

## **7. Background Documents**

Not applicable.

## **8. Appendices**

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

*Appendix B – General Fund and Housing Revenue Account Savings.*

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

*Appendix D – Programme for Growth.*

*Appendix E – Carry Forwards*

### **Contact Officer:**

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## GF Management Accounts 2018-19

Results as at 31st March

General Fund

	Previous Year	Latest	Year to Date		Variations	Comment
	Actuals	Approved Budget			Year to date Actual	
	Actual	Budget	Actual	Budget	Actual	
	£k	£k	£k	£k	£k	
<b>Income</b>						
Investment Income	-207	-250	-454	-250	-204	Additional income from investment interest due to buoyant cash balances and the recent rates rise. The GF position has exceeded its £300k ceiling and this has transferred to the Contingency Reserve, a corresponding transfer has been made in the Accounting adjustments line below.
Recharges	-3,020	-3,006	-3,042	-3,006	-35	Allocation of insurance costs to services including the HRA and a small increase in support service recharges.
Customer & Client Receipts	-7,309	-6,720	-6,522	-6,720	198	There are income shortfalls in recycling income £137k, due to low prices for recyclates and an over estimate of recycling credit income from 2017/18, Planning Fee Income and Advice fell short of budget by £124k due to large applications not being submitted as originally planned and National Strategic Infrastructure Projects (NSIPs), £31k from private lifeline payers while the service is in transition to trial new service delivery, £50k Assets Team Trading due to staff shortages, Industrial Unit Rents £30k through lower occupation and Civic Centre Rental income £46k due to loss of hot desk income and delay in the Police Co-location project. Income exceeded expectations for the sale of bins for new developments (£22k), (£44k) Commercial Waste Income from increased customer base, partially offset by corresponding disposal costs in Supplies & Services below, Taxi Licences from fee increases (£16k), Council Tax Liability Order Fees for unpaid council tax (£30k), Planning Policy CIL administration fees from new housing developments (£15k), Car Parks (£31k) due the release of income held in suspense until identified, (£31k) dividend from the dissolution of the Procurement Partnership, miscellaneous income (£13k) and Legal Services Fees (£10k).
Government Grants	-16,093	-14,589	-14,442	-14,589	147	In conjunction with benefit payments below, lower demand for benefits and the introduction of Universal Credit, has seen a reduction in subsidy received, this is offset by reduced benefit payments below. Housing Benefit Admin Grant continues to reduce annually, this is partially offset by various smaller DWP new burdens grants £144k, including verification of earning and pension alerts, welfare reform changes and Universal Credit Admin changes.
Other Government Grant	-1,717	-1,563	-1,563	-1,563		
Other Grants/Contributions Etc	-333	-29	-156	-29	-126	Numerous grants a number of which were received late in the year include, brownfield register (£4k), Council Tax Family annexes (£12k), Transparency Code (£28k), Property Searches (£20k), EU Exit Preparation (£17k), Custom Build Grant (£30k) and Pocket Parks (£40k).
Budget Savings Required		-225		-225	225	Savings identified during the year include £30k Marketing service income, £42.5k Contact Centre digital transformation, Planning Services £60k & £1.3k SDHT Investment Interest, the balance being a shortfall against target.
<b>Total Service Income</b>	<b>-28,679</b>	<b>-26,382</b>	<b>-26,179</b>	<b>-26,382</b>	<b>203</b>	
<b>Expenditure</b>						
Employees	8,049	8,370	8,156	8,370	-214	A vacancy factor of £140k was set for the 2018/19 budget, this has been overachieved due to higher numbers of vacancies.
Premises	678	709	744	709	35	£38k NNDR on corporate buildings as a result of increases from the latest RV review.
Supplies And Services	8,648	8,605	8,697	8,605	93	Overspends as follows : Costs for insurance £19k through increased premiums, Costs for specialist support and general printing costs for Development Management £36k, increase in new business on the commercial waste contract increased costs by £31k, upturn in the requirement for temporary accommodation through legislation changes £22k and Communications support including a special edition of Citizenlink £14k, invoice write-offs including provision for bad debt adjustments £26k, Legal Service Support Costs through volume of work £74k (£61k Legal Support contract, £12k other service related costs) and Data & Systems Costs including hosting fees and increases in annual maintenance costs £20k. This is offset by refuse collection contract savings (£75k) across all collection services, the 18/19 budget was increased for additional rounds due to significant property growth in the district over the last 12 months, work continues with the contractor to mitigate the strain. Recycling costs are (£60k) below budget for disposal costs from lower tonnages collected over summer and lower contract fees due to inflation indexes. There a smaller savings including Scrutiny & Standards Committee Costs (£17k) as specialist costs not needed for the year and External Audit Fees (£11k) from reduced contract fees.
Transport	150	150	163	150	13	Car allowances across services £8k in particular through P4G funded posts and other associated travel costs.
Benefit Payments	15,256	13,714	13,670	13,714	-44	Over the course of the year there has been a 20% reduction in housing benefit claims caseload as Universal Credit rolls out reducing significantly the level of payments compared to last year. Overall after subsidy and overpayment transactions there is a £47k surplus against benefits.
Third Party Payments	77	-22	-22	-22		
Drainage Board Levy	1,663	1,685	1,685	1,685		
External Interest Payable	100	75	82	75	6	Interest charges on leases, offset by MRP in accounting adjustments below.
Contingency		43		43	-43	Unspent Operational Contingency for 18/19
<b>Total Service Expenditure</b>	<b>34,621</b>	<b>33,328</b>	<b>33,174</b>	<b>33,328</b>	<b>-153</b>	
Total Accounting & Non Service Budgets	-5,942	-6,946	-7,054	-6,946	-109	Movement in the drawdown from reserves and capital financing costs.
<b>Net Total</b>			<b>-59</b>		<b>-59</b>	

**HRA Management Accounts 2018-19**  
**Results as at 31st March**

HRA

	Previous Year Actuals	Latest Approved Budget	Year to Date		Variations	Comment
	Actual £k	Budget £k	Actual £k	Budget £k	Year to date Actual £k	
<b>Income</b>						
Investment Income	-62	-75	-163	-75	-88	Additional income achieved in investment interest due to buoyant cash balances and the recent rates rise.
Garage Rents	-98	-100	-102	-100	-3	
Housing Rents	-12,025	-11,940	-11,891	-11,940	49	Deficit in rent income was anticipated through a number of long term void properties. Work continues to address long term void properties to get them back in to rental including procuring contractors for specific works. Sales to date have some influence but are in line with assumptions made for the year (21 sales against 20 estimated). The completion of the Crawford Close development in Byram will have a positive impact on income.
Customer & Client Receipts	-170	-145	-173	-145	-27	Hostel and Temp Accommodation rent income exceeded budget by (£6k), Community Centre Room Hire (£9k) and other smaller amounts including recovered legal costs and property management charges.
Government Grants	-1	-20		-20	20	Loss of Supporting People Homelessness funding
Recharges	-14	-18	-9	-18	9	Reduced income from recharges for works on corporate buildings.
<b>Total Service Income</b>	<b>-12,370</b>	<b>-12,298</b>	<b>-12,338</b>	<b>-12,298</b>	<b>-40</b>	
<b>Expenditure</b>						
Employees	40	2	36	2	34	Costs of Cleaning staff at the Community Centres, resolved for 2019/20 as part of the HRA budget setting exercise.
Premises	747	806	684	806	-122	Savings for the year on painting (£36k), due to the volume of properties requiring surveying in conjunction with the capital programme. There is a saving of (£22k) on solid fuel servicing this is from fewer failures and the push to get more property on a gas supply. There are savings of (£26k) at Ousegate Hostel and other temporary accommodation on repairs and utilities for the year, similarly Community Centre utilities & repairs (£33k).
Supplies And Services	1,127	1,060	1,031	1,060	-29	There are numerous variances, the largest being (£71k) saving on subcontractors as some of the works (wet rooms) are being managed through the capital programme. Other smaller savings include Tenant Participation costs (£13k), ICT (£7k), Rent cards (£7k), Septic Tank emptying (£7k) and community centre costs (£7k). This is offset by materials £17k due to prices and work done in-house, change of tenancy £22k to get void property back in to use, general insurance costs £16k. Other smaller overspend variances include, Skip Hire £6k, Court Costs £5k, Gas Audits £5k and general Ousegate Hostel Costs £5k.
Support Services	2,752	2,806	2,814	2,806	8	Slight Increase in Support Services from the General Fund.
Transport	112	113	114	113	1	
Debt Management Expenses	6	6	6	6		
External Interest Payable	2,413	2,787	2,413	2,787	-374	Due to delays in housing development programme, no new borrowing was taken for 2018/19. Interest rates rises may prompt action to increase borrowing to mitigate future interest costs.
Contingencies		75		75	-75	Contingency drawdowns not utilised during the year.
Provision for Bad Debts	69	263	107	263	-156	A nominal provision against rents is made in the budget, arrears calculations have not suggested an increase is required yet although the continuing roll out of universal credit may have an influence in future years.
<b>Total Service Expenditure</b>	<b>7,266</b>	<b>7,918</b>	<b>7,205</b>	<b>7,918</b>	<b>-713</b>	
Total Accounting & Non Service Budgets	5,104	4,380	4,380	4,380		
<b>Net Total</b>			<b>-753</b>		<b>-753</b>	

**SAVINGS PLAN**

**Indicative Cumulative Profile - GF**

Potential Saving	Sponsor	2018/19 Target £000's	2018/19 Outturn £000's	Q3 December 2018	Current Risk
Pest Control	KC	15	15	Completed	Low
Income generation	SR	0	0	Fees and charges are under review as part of the budget process with limited opportunities in 19/20 and further opportunities to be identified from 20/21 onwards . There will not be any additional income from fees and charges in the current year.	High
Process improvements /on-line transactions	JS	70	42.5	Savings in the year generated from vacancies within the contact centre which have been removed from the structure from 19/20. Channel shift and housing system projects have been approved. Work has been undertaken that has identified the savings and there is confidence that the target for 19/20 will be exceeded.	Medium
Planning service review	JC	200	60	The target was revised during the year as it became clear that £200k could not be saved this year without considerable detriment to the service. Work continues to recruit to vacant posts in order to reduce agency spend, however a net saving against the payroll / agency budgets overall indicates that the agency premium has been negated by staffing at lower levels than establishment, despite planning income being at similar level to prior year.	High

## SAVINGS PLAN

Asset rationalisation	JS	90	28	Ex Profiles Gym has been let to a tenant generating £28k in 18/19. The remainder of this saving is dependent upon the contact centre move from Market Cross and Police Co-location. The extension to accommodate the Police and the contact centre (telecoms) will be completed in Q1 2019/20. Some changes to the Civic Centre to accommodate face to face customers will also take place in Q1 2019/20. Negotiations are ongoing with the landlord of Market Cross to realise the savings in rent. The contract for the Police move will commence from April which will generate £69,000 in rent and service charges. In addition, Align Property Services will be using desk space at the Civic Centre which will deliver £X additional income.	High
Commissioning & collaboration	JS	0	30	The savings expected in 2019/20 have been identified as part of the budget process. The 18/19 target will be met through the work done for another local District Council.	High
New SDHT Loans	DC	17	18.3	Loans currently made to the Selby District Housing Trust have generated £18.3k of interest returns in 2018/19. A number of schemes are currently in progress. The revised and expanded Housing Development Programme agreed by Executive in January 2018 identifies a significant role for the SDHT in delivery which will provide further loan opportunities for SDC. Forecast has been retained at the level of current existing loans, but there is scope for new loans to be made during the year.	Medium
PFI	KI	57	57	Completed	Low
MRP	KI	185	185	Completed	Low
Pension Fund Deficit	KI	419	419	Completed	Low
<b>Total Savings</b>		<b>1,053</b>	<b>855</b>		
<b>Assumed Savings Target</b>		<b>1,053</b>	<b>1,053</b>		
<b>(Surplus) / Shortfall</b>		<b>0</b>	<b>198</b>		

*NB Low risk savings assumed to be delivered at 100%*



**SAVINGS PLAN**

**Indicative Cumulative Profile - HRA**

Potential Saving	Sponsor	2018/19 Target £000's	2018/19 Outturn £000's	Q2 September 2018	Current Risk
Process improvements /on-line transactions	JS	5	0	Business Case for 'channel shift' project approved - implementation of first two phases scheduled for 2018/19. Implementation of Housing Management System is on-going, full implementation expected by July 2019. Project brief for 'Modern Office Project' to support a more flexible and mobile workforce currently being developed. Work is underway as part of the budget setting process to identify where these savings will be generated from.	High
Pension Fund Deficit	KI	226	226	Completed	Low
<b>Total</b>		<b>231</b>	<b>226</b>		
<b>Assumed Savings Target</b>		<b>148</b>	<b>148</b>		
<b>(Surplus) / Shortfall</b>		<b>-83</b>	<b>-78</b>		

*Low risk savings assumed to be delivered at 100%*

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Selby Park Improvement Work	20,888	-172	-21,060	21,060	0	Works to replace the lighting columns within the park were delayed until after TDY. A carry forward for the funds was submitted as part of the year end process. Failure to secure the funds would result in the works not proceeding. Currently awaiting timescale for completion from contractor. Works anticipated to come in on budget
DIP System upgrade	23,000	22,575	-425	0	-425	Northgate upgrade for year completed.
Industrial Units - Road Adoption	325,000	0	-325,000	325,000	0	Further information being sought from NYCC Highways regarding detailed specification requirements and contribution to enable formulation of an estimate of costs. Budget costings received from contractor.
GIS System	65,641	28,510	-37,131	37,131	0	Budget for GIS Digitalisation project is now committed for completion by May 2019. Spend to be phased over 18/19 and 19/20. 18/19 actual spend £29k. 19/20 £37k budget requested to be carried forward to be used to cover the business case of an upgrade to the GIS system. The upgrade will allow for seamless data available in the field and enable mobile working around site planning visits. This will maximise the benefits of the digitalisation project.
Benefits & Taxation System upgrade	12,675	4,000	-8,675	8,675	0	Software upgrades for legislative changes and E-billing implementation and configuration for Annual billing process in Jan 19. Remaining budget is linked to software upgrade supporting Channel Shift Phase 1. Carry forward to be used for Software upgrades for legislative changes and E-billing implementation delayed from 18/19
IDOX Planning System	37,274	23,546	-13,728	13,728	0	18/19 costs for standard IDOX upgrades & £14k towards consultancy and user training on Licensing/Enterprise Planning and Maploader for ARCGIS. Carry forward to support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This will ensure that we remain PSN compliant throughout 2019/20. Also this will support the software recommendations that form part of the Planning Service Review currently ongoing throughout 2019/20.
ICT - Infrastructure Costs	32,082	27,485	-4,597	4,597	0	Projects in motion for infrastructure improvements include; Upgrade to door access system, Trades team move to Vivars, Server upgrade for Northgate, Changes to GCSX mail. Carry forward requested is to be used for improvements to the ICT Infrastructure in respect of projects in the digital strategy.

## 2018/19 Selby District Council Capital Programme - To 31 March 2019

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
ICT - Annual Software Licence	85,000	0	-85,000	85,000	0	To be used to purchase Microsoft Licenses in 19/20. Procurement was delayed whilst soft market testing was undertaken and agreement found with NYCC. A carry forward has been requested to be used to purchase Microsoft licences in 19/20. The carry over is because the procurement of a Microsoft Partner was delayed. A partner is now being contracted and the project has started with the design stages in progress - these stages will inform the licence requirements. The licences will enable digital workforce and ensure the organisation is licensed correctly for Microsoft products.
ICT - Desktop Replacement Programme	7,448	7,536	88	0	88	Desktop replacements as required. Equipment refresh order in March 2019 to complete the year
ICT - Software	85,194	0	-85,194	85,194	0	Budget committed to the Digital Foundations Project. A carry forward has been requested to support software requirements and configuration for digital workforce. The carry over is because the procurement of a Microsoft Partner was delayed whilst soft market testing was undertaken and agreement found with NYCC. A partner is now being contracted and the project has started with the design stages in progress - these stages will inform the software implementation requirements.
Committee Management System	18,000	15,000	-3,000	3,000	0	ModernGov software now live as of April 19, £3k carry forward requested to cover final costs
Northgate Revs & Bens	32,000	6,925	-25,075	25,075	0	Budget required for system upgrades following legislative changes in relation to e-billing. Currently awaiting costs for the Benefits/Information@Work integration before commitment. This work will aid the delayed channel shift project. Currently committed £950 to Northgate for HMRC Landlords extract. £20k virement actioned for Scanstation funding to be delivered in 19/20
Asset Management Plan - Leisure & Parks	30,210	0	-30,210	0	-30,210	IHL have completed inspections of the items in the planned maintenance programme for 2018/19. No works are required and items deferred to 2019/20. As part of the budget setting process progress is being made to develop the 2019/20 planned maintenance programme which will include a review of deferred works from 2018/19.
Portholme Road Culvert	371,374	-47,766	-419,140	419,140	0	An updated streetworks license with permission to occupy the highway from 13th May is in place. Traffic management signage has been installed with a works commencement date of 15th May with a construction period of 9 weeks. Due to unplanned delays, contract costs amounting to £37k have been incurred in addition to the tendered sum. At this stage and until works commence, it is not known what the likely final cost will be, although the optimism bias has significantly reduced to 10%. Early indications from the Environment Agency are that the Grant in Aid claim is likely to be approved to the value of £109k. Due to the tendered price and reduced optimism bias plus the grant, this scheme will come in below budget.
Bus Station Refurbishment	53,000	41,916	-11,084	0	-11,084	Project completed resulting in a saving for 18/19

## 2018/19 Selby District Council Capital Programme - To 31 March 2019

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Police Co-Location Project	229,710	188,376	-41,334	41,334	0	Works commenced on site with a scheduled build of 19 weeks, due to a number of factors the build will have taken 30 weeks to complete, primarily supply chain issues for Interserve following insolvency and inflation due to the delays in the project. The budget Expected outturn will be £10k over budget at approximately £240,000. Work still ongoing with costings, this an estimated final cost (the final valuation hasn't been completed) The police have been invoiced from the 1 April 2019 following the issue of the certificate of partial completion and occupation by the neighbourhood policing team.
Car Park Improvement Programme	582,376	154,395	-427,981	427,987	6	Works to Audus Street are now complete, South Parade are due to commence on 20th May 2019 (delayed until after TDY), costs are due to come in as anticipated. A carry forward request and appropriate accrual were submitted as part of the year end process. The carry forward will be required to complete South Parade and the 2 Micklegate car parks.
ICT - Channel Shift 1 Website & Intranet	10,500	10,500	0	0	0	£10.5k current spend to date on Phase 1 project to implement Northgate solution. Potential integration costs between Northgate and East Riding (Revs and Bens hosts) still to be obtained once integration work has been agreed.
ICT - Channel Shift 2 Website & Intranet	57,500	0	-57,500	57,500	0	Channel shift Phase 2 (Customer portal) project which is due to be delivered in 19/20 as per the business case and project plan. This will follow the implementation of Channel shift phase 1 (Revs & Bens project) in Q1 19/20
ICT - Channel Shift 3 Website & Intranet	18,000	0	-18,000	18,000	0	Channel shift Phase 3 (Housing management CX integration) project which is due to be delivered in 19/20 as per the business case and project plan. this will follow the implementation of Channel shift phase 2 (Customer portal project) in Q1 19/20
ICT - Disaster Recovery Improvements - Software / Hardware	41,500	13,812	-27,688	27,688	0	Project started but progress slow, Project documentation being developed for approvals. - £14k Back up solution - has been implemented. A carry forward request has been submitted for the procurement of replacement Firewalls and Remote Access solution to meet the organisations Disaster Recovery and Business Continuity requirements. The procurement has been delayed due to NYCC proposing a suitable solution aligned to the improvements being made in the Digital Strategy projects. Project to be delivered by end July 2019. New firewalls and remote access solution will be procured and will be implemented by end July 2019.
ICT - End User Devices - Software / Hardware	96,000	9,005	-86,995	86,995	0	Budget committed to the Digital Workforce Project, project documentation being developed. Actual spend will follow the Microsoft procurement and will be phased over 18/19 and 19/20 The procurement has been delayed due to procurement of Microsoft licenses. Until licences are procured the organisation is unable to purchase new devices. A partner is now being contracted for Microsoft Licenses and roll out of new devices will align to the roll out of Microsoft licenses during 19/20

## 2018/19 Selby District Council Capital Programme - To 31 March 2019

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
ICT - Digital Workforce - Telephones - Mobile Working	40,000	0	-40,000	40,000	0	Budget committed to the Digital Workforce Project & Project documentation being developed. The project has been delayed due to sourcing an improved solution which needs to wait until new user devices are available to be rolled out to officers A carry forward has been requested and will be used to standardise workstations aligned to the digital workforce project, ensuring officers have the tools to undertake their roles. This includes the purchase of monitors, docking stations and power where required.
New Build Projects (Loans to SDHT)	6,619,900	1,623,588	-4,996,312	4,996,312	-0	These are schemes delivered by SDHT through loans from SDC. Ulleskelf scheme - Handover has taken place on all 12 properties. Riccall scheme is now complete and handover to the Trust has taken place, project is under budget (awaiting final confirmation and final account due September 2019 Exchange has taken place for the purchase of 12 properties at Bridge Wharf, Ousegate and 6 have been completed, with the remaining 6 properties expected to be handed over during May 19 once the outstanding planning conditions are discharged. Further work is to be done on costings on packaging up smaller sites for development to deliver value for money.
Private Sector - Home Improvement Loans	60,000	-2,085	-62,085	12,407	-49,678	The Repair Loan is a reactive service which provides emergency repairs (such as boiler and heating replacements) to vulnerable private sector owner occupiers. Take-up in 2018/19 was low which is reflected in the significantly reduced spend. The underspend will include a number of loan repayments (recovered on the sale of properties) and these will be carried forward into 2019/20 in line with previous Regional Housing Board requirements. The Repair Loan service will remain available in its current form in 2019/20.
Disabled Facilities Grants (DFG)	668,203	440,093	-228,110	228,110	0	Bringing the service in house has seen real improvement in the throughput of grants. Working closely with NYCC OTs and contractors to streamline the processes has resulted in a significant reduction in days to complete down from 127 last year to just 79 this year. The number of completions has increased with 57 completions in 2018/19, 33 more people able to remain living at home. With the new systems in place it is anticipated all this year carry forward (£228,110) will be spent and the 2019/20 outturn will be 100% of £671,705 budget.
	<b>9,622,475</b>	<b>2,567,239</b>	<b>-7,055,236</b>	<b>6,963,933</b>	<b>-91,303</b>	

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Kitchen Replacements	130,000	4,924	-125,076	125,076	0	Funding for the kitchen programme was originally held back in order to combine it with funding from 19/20 in order to make a more attractive and cost effective package for external contractors.  The Council's decision to support our capital bid to increase funding overall for the kitchen programme, combined with the funds from 18/19 will ensure we can maximise value for the investment.
Housing & Asset Management System	262,083	129,707	-132,376	132,376	0	Forms part of the Housing software replacement project that will continue throughout 2019/20
Pointing Works	846,400	570,939	-275,461	275,461	0	A carry forward for the outstanding funding was submitted as part of the year end process. The underspend is reflective of the investment held back in anticipation of the Hillside project coming forward at some point in the future.
Electrical Rewires	240,000	214,535	-25,465	0	-25,465	This budget is used as and when upgrades and partial re-wires are required
Bathroom Replacements	59,860	57,804	-2,056	0	-2,056	Programme commenced as scheduled and is now complete, slight saving as customer refused work to be carried out
Asbestos Surveys	13,232	12,951	-281	0	-281	Slight underspend due to higher levels of access refusal than anticipated in relation to pointing programme.
External Cyclical Repairs (Painting & Windows)	320,000	61,034	-258,966	258,966	0	Contractor pricing of properties surveyed to date received on 31/10/18. As anticipated, the level of works required exceeds the budget available in 18/19. Additional funds sought for window and door replacement works from 19/20 onwards.  The bulk of the programme was delayed due to the volume of properties requiring surveying, the main programme commenced March 2019 and running through in to 19/20. This will dovetail with the increased capital bid approved by the Executive (subject to Council approval).
Central Heating System Replacements	295,000	238,227	-56,773	56,773	0	Currently identifying systems which are nearing the end of their economical lifecycle with a view to implementing a replacement programme early in the new year.  Based on previous year's it is anticipated that there will be an underspend on this budget of circa 25% which we will seek to roll forward as in previous years. Looking at the current asset profile, it is envisaged there will be a peak in spend in 22/23. We are seeking to smooth this spike through proactive replacement.

## 2018/19 Selby District Council Capital Programme - To 31 March 2019

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Roof Replacement	741,636	29,831	-711,805	711,805	0	Following completion of the Section 20 consultation process for the replacement of the roofs on the Hillside estate, SDC were notified by one of the leaseholders of a potential issue not covered within the scope of works. We have commissioned an independent survey of the property in question and surveys of one property of each design type. This will confirm changes in the scope of the work. The contract prices received will need to be updated once this work is complete
Damp Works	220,000	91,888	-128,112	128,112	0	Although contractual damp works are now underway, delays agreeing the contract early in the year have impacted delivery. As the funds are contractually committed however the outstanding funds an application to roll forward the funds to 19/20 has been submitted
External Door Replacements	226,051	29,388	-196,663	196,663	0	Contractor delays in surveying properties and confirming prices has impacted delivery commencement. We had a meeting with the contractor on 22nd February to review performance and realign the delivery programme. As the funds are contractually committed however, an application to roll forward the funds to 19/20 has been submitted
Void Property Repairs	145,000	183,083	38,083	0	38,083	2 additional staff members allocated to working specifically on voids, full year budget anticipated to be spent by the year end.
Fencing Programme	42,821	21,991	-20,830	20,830	0	Phase 1 of the programme completed on time and in budget. Phase two programme issued to contractor and completed by end of 18/19. A carry forward has been requested towards works for completion on Yr 3 of the programme, the additional funding will enable more properties to be completed
St Wilfrid's Court	13,000	0	-13,000	13,000	0	Budget relates to works required to upgrade lifeline equipment and is to be undertaken as part of wider improvement of the property A significant programme of investment is planned for St Wilfrids Court in 2019/2020 and this funding has been held back to enable SDC to maximise value achieved through these works.
Laurie Backhouse Court	28,000	-10,231	-38,231	38,231	0	Original quotations to replace the lift exceeded the available budget by circa £15k. Additional funds will need to be secured in order to complete these works. Due to the time which has elapsed since the initial tender process was completed, updated pricing to be obtained from the market prior to commissioning the works. It is anticipated this will be around £10k. A virement form to cover the expected shortfall in funding will be submitted once the revised pricing is received. Works to replace the lift are ongoing and tenders have been received in April 2019 and contracts issued.

## 2018/19 Selby District Council Capital Programme - To 31 March 2019

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Environmental Improvement Plan	150,488	1,579	-148,909	145,710	-3,199	Capital improvement works are shortly to commence on improvement projects at both St Wilfrids Court, Brayton and Prospect Place, Wistow. The funds for these projects are contractually committed. Colleagues in our Contracts team have also identified a project which requires significant investment and they are currently working with the local community to agree the design proposals. The balance of funding from this programme will be utilised to support the hard landscaping elements of this project
Housing Development Project	1,200,000	0	-1,200,000	1,199,400	-600	Programme for the development of up to 10 HRA properties on small sites, Starts on these sites is not anticipated until September 19. Work including asbestos surveys and garage clearance is being progressed.
Garage Sites - improvements to property	18,572	9,490	-9,082	0	-9,082	Works required are influenced by which sites are identified for potential housing development.
Ousegate Hostel	59,499	3,695	-55,804	55,804	0	The fire risk assessment completed at the property in February 2019 identified significant issues in terms of compartmentation works which need to be addressed. We are currently sourcing a third quotation for the works to enable the necessary upgrades to be completed. A carry forward has been requested and works will be completed in 19/20.
Phase 1 Hsg Dev. Byram / Eggborough Bungalows	0	740	740	0	740	Project is now complete
Phase 1 Hsg Dev. Byram Park Road	1,455,711	859,014	-596,697	0	-596,697	The project has been completed with an official opening in February 2019. The final retention value has been accrued into 18/19.
Footpath Repairs	12,237	675	-11,562	11,562	0	A programme of footpath improvements has been agreed and although a contract was awarded, the contractor has rescinded. Discussions ongoing with the Contract team on a way forward. A carry forward has been requested to complete the works in 19/20. This budget / contractor is linked with Estates Enhancements
Estate Enhancements	133,000	8,588	-124,412	124,412	0	As above - contractor rescinded
Community Centre Refurbishment	48,000	0	-48,000	48,000	0	Works on hold pending formal Fire Risk Assessment. Capital bid submitted for FRA programme to commence in 19/20. This programme of assessments will identify and inform the works required at this site. On this basis, funds will need to be rolled from 18/19 to 19/20.
Sheltered homes adaption	180,000	95,201	-84,799	84,799	0	This funding is used to support a programme of installation of wet rooms in appropriate void properties. Due to the nature of the works however it is impossible to predict when works will be required. A carry forward was submitted as part of the year end process.



## 2018/19 Selby District Council Capital Programme - To 31 March 2019

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Empty Homes Programme - Improvements to Property	600,000	0	-600,000	600,000	0	This supports the Empty Homes Programme and is available to purchase Empty properties that will be brought back in to use and let through the HRA. This is part of a 3 year programme to fund the purchase of 20 properties and includes S106 and Homes England Grant funding. We aim to purchase 6 properties in 2019/2020. We are currently progressing with one Compulsary Purchase of an Empty Homes and are considering a number of voluntary purchase options.
Aids and adaptations programme	125,000	127,002	2,002	0	2,002	As with Sheltered homes, this funding is used to support a programme of aids and adaptations in appropriate void properties.
	<b>7,565,590</b>	<b>2,742,055</b>	<b>-4,823,535</b>	<b>4,226,980</b>	<b>-596,555</b>	
<b>Total Capital Programme</b>	<b>17,188,065</b>	<b>5,309,294</b>	<b>-11,878,771</b>	<b>11,190,913</b>	<b>-687,858</b>	

**Programme for Growth 2018/19 Financial Year Project Updates**  
**Multi Year schedule for the project lifespan**

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 18/19	Remaining Project Spend to Carry Forward	Update
Healthy Living Concepts Fund	Angela Crossland	82,176	385	(81,791)	The HLC fund is an accrued fund. The Selby Health Matters group have now finalised a 3 year action plan to support delivery of local initiatives for which this fund will support. A final year of contribution is due to fund for 2019/20 of £35k. The amount also needs to carry forward into the following year to support the action plan. Current projects underway are the Local Cycling and Walking Infrastructure Plan which has a committed amount from the fund of £50k. The work commenced in Dec 18 and is due to conclude by end Sep 19.
Visitor Economy (Tourism & Culture)	Angela Crossland	542,193	64,964	(477,229)	Budget represents a 3 year programme which will be complete by 1/10/22. Year 1 was about creating the foundations. Whilst the initial period has seen very little expenditure, the foundations for delivery have been put in place, including quality officers being recruited into the delivery posts. These are helping with the delivery of the two major cycle races. The team have also led on securing funding to support some of the Selby 950 celebrations (see project below). The emphasis of the work has been on: <ul style="list-style-type: none"> <li>• Developing baseline and evaluation data to build a picture of what events and activities bring to local business and audiences.</li> <li>• Establishing strong business and community relationships to continue activity, strengthen visitor products and build legacy partnerships in the district's visitor, heritage and creative sectors;</li> <li>• Establishing baseline data on audiences, visitors and how these demonstrate the strength and response to our district offer.</li> </ul>
Celebrating Selby 950	Angela Crossland	50,000	5,551	(44,449)	The budget represents SDC's contribution to a the major programme of events to celebrate Selby 950 being led by SDC in partnership with other key stakeholders in the town and is also partially funded by external funders. Match funding has successfully been awarded by ACE (£70k) and HLF (£45k) which will enable an exciting and engaging programme of work to be delivered in 2019/20. Contracts will be awarded in April 2019, as soon as permission has been given by the funders and is expected to be complete by February 2020.
Retail Experience - Tadcaster Linear Park	Angela Crossland	160,003	9,730	(150,273)	The Tadcaster Riverside Park project is a long running project currently at design and costings phase with Amey Enterprises. Recent work has been to finalise the design costings. Phase 2 is to put the contract and operational arrangements in place to deliver the project in 2019. Carry Forward amount required to complete the project in full.
Growing Enterprise	Iain Brown	76,761	14,211	(62,550)	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. It helps to match-fund small business support with the Leeds City Region LEP and unlock support for small businesses through the Ad:Venture and Digital Enterprise. We also held a very successful first Selby District Business Week. £35k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Marketing Selby's USP	Mike James	78,108	43,213	(34,895)	The focus during the second half of 2018/19 has been to create human-interest case studies linked to our strategic development sites and to create material that can tell the story of the positive impact on local people and businesses of new investment. This two-pronged approach has enabled us to support the District Council's offer at the recent international property exhibition, MIPIM (working in partnership with the LCR LEP), as well as to support a number of local media campaigns focusing on people already living in the district who're benefiting from new jobs and opportunities. The project is scheduled to continue until December 2019 and at the financial year end we carried out a review of the impact of the work so far. This has helped to shape the proposed approach for the next six months.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 18/19	Remaining Project Spend to Carry Forward	Update
Tour De Yorkshire	Angela Crossland	150,000	46	(149,954)	SDC contribution to hosting the finish of the first stage of Tour de Yorkshire (TdY) in May 2019 in Selby Town which will be incurred in early 19/20. This will give the town a massive publicity boost in the year of the Abbey's 950 celebrations.
Retail Experience - STEP	Angela Crossland	108,340	30,192	(78,148)	STEP have an identified action plan and have been moving slowly on this. New work has been commissioned by SDC to develop a town centre strategy and action plan (see below) and this aligns well with the work STEP are doing. Final plans to deliver street scene priorities identified by STEP are due to be implemented in late 2019/20. Spend heavily reliant on partnership engagement and influence on project delivery.
Towns Masterplanning (Regeneration)	Angela Crossland	120,000	273	(119,727)	Work has been commissioned in 2019/20 from the People and Places consultancy (Chris Wade) to develop town revitalisation plans and prepare for Future High Streets Fund applications throughout 2019. The first stage of work has been completed in 2019/20 including significant survey and engagement work. Further work on this across the three towns will continue into Summer/Sept 2019. Work will identify where match fund and further commission is needed and establish the further governance model to move the project forward.
Strategic Sites Masterplanning	Iain Brown	200,613	47,296	(153,317)	Funded due diligence work on Olympia Park, Portholme Road, Edgerton Lodge and Selby Station Masterplan. Likely future projects will include strategic infrastructure response to Sherburn Employment sites, improvements to the area around the railway station in Selby and the Crosshills site. Expenditure includes consultancy work to support the Transforming Cities Fund bid for Selby Station. £46k was re-allocated in the budget from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Access to Employment	Iain Brown	40,000	0	(40,000)	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. Through collaboration managed by the Economic Development team between Arriva, WYCA, and Sherburn based businesses, we are close to a transport solution to improve scheduled public transport services. The option for Selby District Council to underwrite short term risk using P4G funding is being considered if necessary to achieve a collective agreement between all stakeholders. £60k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Green Energy	Iain Brown		0	0	£50k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Church Fenton Studios	Iain Brown		0	0	£300k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Business Space & Accommodation Review	Iain Brown		0	0	£17.2k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Housing development Feasibility Work	Iain Brown	125,000	24,806	(100,194)	Housing development feasibility project to identify viability of sites for development.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 18/19	Remaining Project Spend to Carry Forward	Update
Empty Homes	June Rothwell Simon Parkinson	115,475	27,020	(88,455)	Overall the project is progressing well and there have been some good early results and the Empty Homes Officer has directly helped bring empty homes back into use by offering advice and assistance to owners. Homes England Grant funding has been secured to support the options of voluntary and compulsory purchase. A total of £390,000 has been secured, subject to individual business cases for the properties, to purchase and repair the empty homes, bringing them to a habitable standard. This indicative funding is to bring back in to use 10 empty properties up to 2020, providing up to £39,000 per property. We are currently pursuing our first Compulsory Purchase Order and a report will be taken to executive in December 2018. The process can be long and quite complex but a successfully CPO will send the message that this is a priority for us. We can also use the funding to purchase 'right to buy' buy backs and this is something we will consider on a case by case basis.
Selby District Housing Trust	Iain Brown	38,300	3,450	(34,850)	This fund is to support SDHTs role in the more ambitious HDP approved by Executive in January 2018. A new officer has now been appointed to support the SDHT. The Trust have taken occupation of an additional 13 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions.
'Stepping Up' Housing Delivery	Iain Brown	24,862	14,943	(9,919)	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018. £25k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Olympia Park	Iain Brown	435,000	144,015	(290,985)	Good progress towards delivering Olympia Park has been achieved in 2018/19. The majority of surveys and reports have now been completed on the site, and the lead developer (OPD Ltd) is using these to inform alternative engineering design solutions to address the flood and ground condition issues identified through this up to date survey work. The Council will be consulting on a new Development Brief and masterplan for the site this summer. An application for the link road into the site is also due this summer and the evidence base and masterplan will support the submission of a detailed planning application for the site later in 2019. The Council has a dedicated project manager to lead the delivery of this key site. We are also continuing to work with our legal and property advisers to ensure our delivery strategy is robust. The Council secured £8.878m Housing Infrastructure Funding from Homes England and draw-down of the grant funding will start in 2019/20 with completion of the new link road into the site due by March 2021.
Making our Assets work	Iain Brown	180,000	13,407	(166,593)	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market. These include small garage sites, Portholme Road, Edgerton Lodge, Barlby Road depot and Bondgate. £50k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Summit Indoor Adventure Activity Refresh	Keith Cadman	230,000	228,480	(1,520)	Works completed during 2018/19 to change the activity mix at the summit after the identification of activities that needed a refresh.
Commercial property acquisition fund	Iain Brown	3,500,000	460,576	(3,039,424)	This fund was used to acquire the two former Nat West Banks in Selby and Tadcsater. Other opportunities are being explored subject to developing robust business cases.
High Street shop fronts	Angela Crossland	100,000	0	(100,000)	Scope in place and workshop arranged with Historic England to explore heritage development initiatives. Possible opportunity for match-funding through the new High Streets Heritage Action Zone fund to be overseen by Historic England. This initiative is also interdependent with the Towns Masterplanning project (see above). Funds are allocated to be spent within the next 2 financial years. A project officer has now been assigned to lead this from within the Communities and Partnerships team.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 18/19	Remaining Project Spend to Carry Forward	Update
New lane - Public Realm	Iain Brown	200,000	0	(200,000)	This project has been delayed and new timelines are to be determined because of current capacity issues at both SDC and NYCC. This initiative is also interdependent with the Towns Masterplanning project (see above). £30k was re-allocated from this project to fund staffing in the Economic Development & Regeneration service to support delivery of the 2 year EDF delivery Plan as approved at the January 2019 Executive.
Staffing costs		3,007,000	872,655	(2,134,345)	Costs of staffing the programme
Contingency		70,000	0	(70,000)	
		<b>9,633,831</b>	<b>2,005,213</b>	<b>(7,628,618)</b>	

General Fund Revenue - Carry Forward Requests 2018/19

Appendix E

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Benefits NYBTG Bid 8	Monies are held on behalf of 8 NY authorities, for the purpose of NY Benefits training Group, therefore do not belong to SDC	8,407	5,282	5,282
Local Welfare Assistance	DWP funding to support universal credit claimants and to support the implementation of Universal Credit in this district	57,951	10,026	10,026
Partnership Development	The partnership development budget enables the CPC team to develop strategic partnerships. Allocation will be reviewed in line with potential new in year agreements with potential to support Local Nature Partnership, Safer Selby Hub admin provision. Activities agreed at LT level.	10,000	6,903	6,903
Community parks and open spaces	Council received notification from MHCLG on 22/3/19 for a grant of £13,795 from their Play Area Improvement Fund. Costs for the scheme have been committed and PO's have been raised but invoices will not be received until April 19	13,795	13,795	13,795
Street Cleansing	Council received notification from MHCLG on 22/3/19 for a grant of £15,409 from their High Street Litter Fund. Costs for the scheme have been committed and PO's have been raised but invoices will not be received until April 19	15,409	15,409	15,409
Taxation, Benefits & Debt	DWP Funding paid to LA's to provide them with capacity to process Verify Earnings and Pension alerts and Real time information referrals. Funding is used to pay for additional member of staff on a temp contract to carry out this work	22,930	15,453	15,453
Council Tax / NNDR Discounts	Budget for Discretionary relief / Localism relief was agreed for 2 years in a bid for 17/18 and 18/19 £100k per year. One application has been received in 18/19 for £28,600. This carry forward is to support any new requests in 19/20 - without the c/fwd would be difficult to agree any requests that may be received without additional budget being found from elsewhere	100,000	71,400	50,000
Consultancy fees	To Fund planning service improvement and other transformation projects	50,000	50,000	50,000
HR Corporate training course fees	To be used as a contribution to leadership and management development training that is expected to emerge from the OD strategy	12,000	7,976	7,000
HR short courses subs expr	To be used as a contribution to leadership and management development training that is expected to emerge from the OD strategy	3,790	3,685	3,000

General Fund Revenue - Carry Forward Requests 2018/19

Appendix E

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
ICT Consultancy fees	To be used to pay for consultancy support required from NYCC in respect of projects delivering the Digital workforce as part of the digital strategy. There has been an indicative fee of £12k for the work to be undertaken by NYCC which was expected to be completed in 18/19, however due to delays with procurement this work will now be carried out in 19/20. The c/fwd of £6k will fund half of the costs alongside a further £6k c/fwd from ICT External Contractors	21,940	6,599	6,000
ICT External contractors	To be used to pay for contractor support required from NYCC in respect of projects delivering the Digital workforce as part of the digital strategy. There has been an indicative fee of £12k for the work to be undertaken by NYCC which was expected to be completed in 18/19, however due to delays with procurement this work will now be carried out in 19/20. The c/fwd of £6k will fund half of the costs alongside a further £6k c/fwd from ICT Consultancy Fees	151,000	6,960	6,000
Data and system - agency and contracted staff	To support the Housing software replacement implementation project throughout 19/20. This will fund extensions to the contracts of Business Transformation Project officers (Total cost c£25k) as they will be delivering the housing system	130,000	109,265	109,265
Partnerships - misc grants	Selby Station Lift contribution in line with TPE Access for All funding bid, as approved by the Leader.	53,810	50,260	50,000
Countryside rec & Mgmt	Brayton Barff Bid. Work to be commissioned start of new financial year	13,000	13,000	10,000
Chairman's allowance	Chairman's budget to be carried forward	5,910	1,221	1,221
Democratic core - Members Seminars & Training	This budget will be used to deliver the Member Induction programme for new Members and the training programme for 2019/20	8000	4250	4000
Democratic services	Unspent Central CEF Budget	20,000	11,742	11,742
Democratic services	Unspent Western CEF Budget	20,000	12,279	12,279
Democratic services	Unspent Eastern CEF Budget	20,000	6,469	6,469
Democratic services	Unspent Southern CEF Budget	20,000	3,021	3,021
Democratic services	Unspent Tadcaster CEF Budget	20,000	1,063	1,063

General Fund Revenue - Carry Forward Requests 2018/19

Appendix E

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Homeless persons	The flexible Homelessness Support Grant is ring-fenced to support local authorities compliance with the Homelessness Reduction Act 2017. Funding has been used to fund extra staff resource to manage the additional duties contained in the new act and to support the development of new tenancy incentives to improve the availability and quality of private rented sector accommodation. The carry forward is required to ensure the support is spread over a 3 yr period as intended.	293,093	36,331	36,331
Homeless persons	The flexible Homelessness Support Grant is ring-fenced to support local authorities compliance with the Homelessness Reduction Act 2017. Funding has been used to fund extra staff resource to manage the additional duties contained in the new act and to support the development of new tenancy incentives to improve the availability and quality of private rented sector accommodation. The carry forward is required to ensure the support to the overall scheme is continued.	66,632	32,655	32,650
Pollution Monitoring - Air quality	Following the designation of an Air Quality Management Area in Selby District the resulting project work continues on developing and implementing an Action Plan in accordance with the prescribed DEFRA process. The ongoing work associated with the plan did the need to procure assistance with this work will entail costs and along with any remedial action or funding of expected survey work will require the additional budget requested. The annual status report will need to be also completed in the next 2 months, which will also entail additional cost against the budget	6,500	4,731	4,731
Specialist fees	The specialist fees budget has been approved to support the preparation of the sites allocation local plan and plan Selby. Work will continue on the preparation of the sites allocations local plan over the next financial year and the remaining budget is required to facilitate this work	453,163	318,557	318,557
Better Together	To support Better Together Projects with NYCC. The Better Together Project Board have agreed to carry forward monies set aside for future joint initiatives for another year.	50,000	50,000	50,000
Data & Systems - computer maintenance	Annual support & Maintenance for yrs 2 & 3 of scanstation software	20,000	20,000	20,000
HR Corporate short course fees	To be used as a contribution to additional demand for training that is expected to emerge from this OD strategy	33,080	6,968	6,500



Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
HR Corporate Qual training course fees	To be used as a contribution to additional demand for training that is expected to emerge from this OD strategy	14,000	6,254	6,000
Local Plan Statutory Req	This is required in association with the formal stages of consultation. These have not been undertaken due to delays in preparing the local plan this financial year but are anticipated in the next financial year	7,000	7,000	7,000
Neighbourhood Plans Specialist fees	£40k of grants received through DCLG for Neighbourhood Planning which is to support local communities in preparing Neighbourhood Plans. No further grants will be paid unless Neighbourhood Plans reach adoption and therefore these funds must be retained to cover the costs of any future referendums and any other potential costs which may be incurred.	31,647	30,879	30,879
Core transfer Balances	Unused Contingency Drawdown	300,000	164,386	135,614
	<b>Grand Total</b>	<b>2,053,057</b>	<b>1,103,819</b>	<b>1,046,190</b>

General Fund Capital - Carry Forward Requests 2018/19

Appendix E

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Portholme Road collapsed culvert	Repair works - Stage 2 interim invoices have been paid up to the end of January but works will now not start until 7/5/19 due to issues with street works licensing	419,141	419,141	419,141
Mand Disabled Fac Grant Payment	DFG is a mandatory means tested grant. In 2018/19 DFG was brought in house to improve delivery. Although 18/19 has seen a significant increase in spend and completed DFG's there is still a significant underspend which can be utilised in supporting future commitments.	668,203	228,110	228,110
Committee management system - Software	Carry forward to allow the completion of the Committee Management software rollout in April 2019	18,000	3,000	3,000
Police Co-location project	Works to complete the extension to the Civic Centre are on going. This funding is required in order to fulfil SDC's commitment to the project. Failure to carry forward this budget will result in SDC being in breach of contract	229,710	41,334	41,334
Industrial units - road adoption	This funding in 19/20 will result in the required improvements to bring the road to adoptable standard - without funding, will result in additional liability for SDC in the future as the current road deteriorates.	325,000	325,000	325,000
Selby Park improvement	Works to replace the lighting columns within the park have been delayed until after the Tour de Yorkshire. Failure to secure the funds in 2019/2020 will result in these works not progressing.	21,060	21,060	21,060

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Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Car park improvement programme	Improvement works to the Year 2 programme (Audus Street and South Parade) have taken longer to come to site due to requirements to upgrade the electrical installations to accommodate electrical vehicle charging infrastructure. Contracts have been let for both car parks and an accrual of £50,000 has been submitted for works completed at Audus Street which have not yet been invoiced. Works to South Parade car park have been postponed until after the Tour de Yorkshire. Failure to secure the outstanding budget to support the works committed and in preparation will significantly impact our ability to deliver the improvement programme across the nine identified areas.	582,376	477,981	427,987
Annual licenses software	To be used to purchase Microsoft Licenses in 19/20. Procurement was delayed whilst soft market testing was undertaken and agreement found with NYCC. A partner is now being contracted and the project has started with the design stages in progress - these stages will inform the licence requirements. initial discussions and soft market testing indicate that the value should cover requirements for SDC year 1. Bids have been agreed for yrs 2 and 3 which will need moving once year forward. The licences will enable digital workforce and ensure the organisation is licenses correctly for Microsoft products	85,000	85,000	85,000
Digital workforce	This will be used to standardise workstations aligned to the digital workforce project ensuring officers have the tools to undertake their roles. This includes purchase of monitors, docking stations and power where required. The project has been delayed due to sourcing an improved solution which needs to wait until new user devices are available to be rolled out to officers	40,000	40,000	40,000

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Disaster recovery	To be used for the procurement of replacement firewalls and remote access solution to meet the organisations disaster recovery and business continuity requirements. The procurement has been delayed due to NYCC proposing a suitable solution aligned to the improvements being made in the digital strategy projects. A supplier is now being contracted and the work will be completed in Q1 19/20	41,500	27,688	27,688
End user devices	To be used to replace end user devices aligned to the digital workforce project, due to the current device estate being end of life and not fit for purpose. The procurement has been delayed due to procurement of Microsoft licenses. Until licences are procured the organisation is unable to purchase new devices. A partner is now being contracted for Microsoft Licenses and roll out of new devices will align to the roll out of Microsoft licenses	96,000	86,995	86,995
Software	To be used to support software requirements and configuration for digital workforce. The procurement of a Microsoft partner was delayed while soft market testing was undertaken and agreement found with NYCC. A partner is now being contracted and the project has started with the design stages in progress - these stages will inform the software requirements	85,194	85,194	85,194
GIS system	To be used to cover the business case of an upgrade to the GIS system. The upgrade will allow for seamless data available in the field and enable mobile working around site planning visits. This is to maximise the benefits of the digitalisation project.	65,641	37,131	37,131
Planning system	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX roadmap. This will ensure that we remain PSN compliant through 19/20	37,274	13,728	13,728

General Fund Capital - Carry Forward Requests 2018/19

Appendix E

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Channel Shift 3	To be used for the Channel shift Phase 3 (Housing management CX integration) project which is due to be delivered in 19/20 as per the business case and project plan. Budget is to be spent in 19/20 following implementation of Channel shift phase 2 (Customer portal project) in Q1 19/20	18,000	18,000	18,000
Channel Shift 2	To be used for the Channel shift Phase 2 (Customer portal) project which is due to be delivered in 19/20 as per the business case and project plan. Budget is to be spent in 19/20 following implementation of Channel shift phase 1 (Revs & Bens project) in Q1 19/20	57,500	57,500	57,500
Benefits & Taxation system - Software	To support the Northgate Revs & Bens software changes to ensure PSN compliance throughout 19/20	12,675	8,675	8,675
ICT capital projects	To support the purchase of the Northgate scan station connector / Mobile devices and implementation costs	32,000	25,075	25,075
Repair Assistance Loans	We have received £12,407 in recycled loans funds which relate to previous Regional Housing Board funding and which must be used for Private Sector Housing initiatives. This money will support the RAS product which has increased from £4k to £6k	60,000	49,678	12,407
ICT Infrastructure	This carry forward is to be used for improvements to the ICT infrastructure in respect of projects in the digital strategy	32,082	4,597	4,597
New Build Projects	To carry forward the balance for the New Build Projects, loans to the SDHT	6,619,900	4,996,312	4,996,312
	<b>Grand Total</b>	<b>9,546,256</b>	<b>7,051,199</b>	<b>6,963,934</b>

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Central Heating systems	Not experienced as many failures in 18/19 as anticipated therefore seeking to roll forward the balance of funding to enable us to continue our programme of 'just in time' replacements. As highlighted in previous years we are anticipating a spike of replacements in 22/23 based on the installation cycle: and we continue to try and smooth this through proactive early replacement where possible. Provision of adequate heating is Category 1 hazard under the Housing Health and Safety Rating System; failure to ensure such provision could leave SDC open to increased claims for disrepair under the new homes (fitness for Human Habitation) Act 2018	295,000	56,773	56,773
Community centre refurbishment	A fire risk assessment (FRA) completed at Grove House identified a number of issues which need to be addressed around the fire safety and security our community centres. This funding has been held pending completion of the programme of FRA's approved as part of the 2019/2020 budget to enable us to maximise value for money for the improvements required to the community centres. The risk of not undertaking this work is that we fail in our statutory duty as a landlord, and potentially put our customers at risk should a fire occur. The penalties for failing to comply with statutory Health and Safety legislation are severe.	48,000	48,000	48,000
Damp Works	Delays in agreeing the contract impacted delivery of the programme. Damp and problems associated with its presence is the primary cause of disrepair claims received by the council. In recent months SDC has seen an upturn in 'claims farm' generated disrepair cases and the New Homes (Fitness for Human Habitation) Act 2018 is likely to increase the number exponentially. Failure to secure the balance of funding in 19/20 will impact on our ability to address problems of damp within our properties and may ultimately result in additional expenditure being incurred via compensation to tenants through successful disrepair claims.	220,000	128,112	128,110

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Environmental improvement	Capital improvement works are shortly to commence on improvement projects at both St Wilfrid's Court, Brayton and Prospect Place, Wistow. The funds for these projects are contractually committed and failure to secure the funds in 19/20 may leave SDC open to potential breach of contract proceedings. Colleagues in our Contracts team have also identified a project which requires significant investment and they are currently working with the local community to agree the design proposals. The balance of funding from this programme will be utilised to support the hard landscaping elements of this project.	150,488	148,909	145,710
Fencing programme	Contract let over 3 years to upgrade fencing to the Councils housing stock. Yr 2 of the programme has been successfully completed. Works for completion on Yr 3 of the programme have been identified and the additional funding will enable more properties to be completed.	42,821	20,830	20,830
Housing development scheme	This funding relates to delivery of the Housing Development programme which is ongoing.	1,200,000	1,199,400	1,199,400
Kitchens	Funding for the kitchen programme was originally held back in order to combine it with funding from 19/20 in order to make a more attractive and cost effective package for external contractors. The councils decision to support our capital bid to increase funding overall for the kitchen programme, combined with the funds from 18/19 will ensure we can maximise value for the investment.	130,000	125,076	125,076

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Ousegate Lodge	The fire risk assessment completed at the property in February 2019 identified significant issues in terms of compartmentation works which need to be addressed. We are currently sourcing three quotations for the works to enable the necessary upgrades to be completed. Failure to secure the funds in 2019/2020 will result in funds needing to be secured from the responsive repairs budget which will increase financial pressure on that budget. The risk of not undertaking this work is that we fail in our statutory duty as a landlord, and potentially put our customers at risk should a fire occur. The penalties for failing to comply with statutory Health and Safety legislation are severe	59,499	55,804	55,804
Pointing Programme	Contract let over 3 years for ongoing pointing programme and associated works. Failure to secure the funds in 2019/20 will result in significantly less properties being improved under the programme, with potential impact on the weather tightness of our housing stock. Weather tightness is a key criteria under HHSRS and failure to address such requirements could open SDC to claims of disrepair	846,400	275,461	275,461
Roof replacement	Following completion of the Section 20 process for the replacement of the roofs on the Hillside estate, SDC were notified by one of the leaseholders of a potential issue not covered within the scope of works. An independent survey of the property in question has confirmed a number of the issues raised by the leaseholder and we are now in the process of commissioning additional surveys to the various property archetypes to establish the extent of the problem. The roofs are in desperate need of replacement having reached the end of their useful asset lifespan and failure to secure these funds in 2019/2020 will mean the programme cannot proceed. This will lead to cost pressures on the repairs budget and may ultimately lead to structural failure of the properties.	746,636	711,805	711,805



Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Sheltered Homes adaption	This funding is used to support a programme of installation of wet rooms in appropriate void properties. Due to the nature of the works however it is impossible to predict when works will be required. The funding is required to support the continued delivery of this programme in 2019/2020.	180,000	84,799	84,799
St Wilfrid's Court	A significant programme of investment is planned for St Wilfrid's Court in 2019/2020 and this funding has been held back to enable SDC to maximise value achieved through these works.	13,000	13,000	13,000
Estate enhancements	Linked to footpath improvement programme. A programme of improvements has been agreed and contract award is currently pending receipt of satisfactory references. Securing an appropriate contractor to undertake the required works was held until Feb 19 pending approval of the proposal for an increased programme of improvements in 19/20. Following council approval of the 19/20 Capital programme, the c/fwd funds from 18/19 will ensure we can deliver the required improvements more cost effectively and quickly. Failure to secure the c/fwd will result in fewer repairs being completed in 19/20 which may potentially result in increased claims to the Council for compensation due to personal injury or property damage	133,000	124,412	124,412
External cyclical repairs	Funds are committed to an ongoing programme. Commencement of the programme in 2018/2019 was delayed due to the volume of properties which required surveying; finally commencing in December 2018. Failure to secure the funds in 2019/20 will result in significantly less properties being improved under the programme, with potential impact on the weather tightness of our housing stock. Weather tightness is a key criteria under HHSRS and failure to address such requirements could open SDC to claims of disrepair	320,000	258,966	258,966

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
External door replacements	Funds are committed to an ongoing programme. The programme is linked with external cyclical repairs programme - the same contractor is completing both elements. Commencement of the programme was delayed in 18/19 due to the volume of properties which required surveying; finally commencing in Dec 18. Failure to secure the funds in 2019/20 will result in significantly less properties being improved under the programme, with potential impact on the weather tightness of our housing stock. Weather tightness is a key criteria under HHSRS and failure to address such requirements could open SDC to claims of disrepair	226,051	196,663	196,663
Footpath repairs	A programme of footpath improvements has been agreed and contract award is currently pending receipt of satisfactory references. Securing an appropriate contractor to undertake the required works was held in Feb 19 pending approval for an increased programme in 19/20. Following council approval of the 19/20 Capital programme, the c/fwd funds from 18/19 will ensure we can deliver the required improvements more cost effectively and quickly. Failure to secure the c/fwd will result in fewer repairs being completed in 19/20 which may potentially result in increased claims to the Council for compensation due to personal injury or property damage	12,237	11,562	11,562
Empty homes programme - improvements to property	Empty homes Delivery plan was approved by Exec in Jan 18 and included a £2m program over 3 years to purchase 20 units. Empty homes officer has successfully brought 24 homes back into use through direct action and exceeded target of 20. Case load of 20 properties is still being worked on which could result in either compulsory or voluntary purchase. Commitment has been made to Homes England to purchase 6 properties in 19/20 and a further 4 by Sep 20. The grant can be used to purchase long term empty homes and also previous council houses which have been lost through RTB. Intention is to re-profile the expected spend over the next 2 years and therefore c/fwd would support the continuation of this work	600,000	600,000	600,000

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
Laurie Backhouse Court	Works to replace the lift are ongoing. Tenders have been received - we are in the midst of contract preparation. Failure to secure the funds will mean the lift cannot be replaced, leading to potentially increased repair costs	38,231	38,231	38,231
Housing & Asset Management Software Replacement	To support the implementation of the housing software replacement project throughout 19/20	262,083	132,375	132,375
	<b>Grand Total</b>	<b>5,523,446</b>	<b>4,230,178</b>	<b>4,226,977</b>

**P4G Revenue - Carry Forward Requests 2018/19**

**Appendix E**

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
P4G Towns regeneration	Current work commissioned from People and Places to develop town revitalisation plans and prepare for Future High Streets Funds. Further work on this across the three towns will continue into Summer/Sept 2019. Work will identify where match fund and further commission is needed and establish further governance model to move project forward.	120,000	119,727	119,727
P4G Retail Experience - STEP	STEP have an identified plan and have been moving slowly on this. New work commissioned to develop a town centre strategy and action plan aligns well with this and should have final plans to deliver street scene priorities late 2019/20. Budget should finalise within this period. Spend heavily reliant on partnership engagement and influence on project delivery	108,340	78,148	78,148
P4G Retail Experience	The Tadcaster Riverside Park project is a long running project currently at design and costings phase with Amey Enterprises. Recent work has been to finalise the design costings. Phase 2 is to put the contract and operational arrangements in place to deliver the project in 2019. Carry Forward amount required to complete the project in full.	160,003	150,273	150,273
P4G Celebrating Selby 950	The budget represents SDC's contribution to a programme of events partially funded by external funders. Funding has been awarded by ACE (£70k) and HLF (£45k) which will enable the programme of work to be delivered in 2019/20. Contracts will be awarded in April 2019, as soon as permission has been given by the funders and is expected to be complete by February 2020.	50,000	44,449	44,449

**P4G Revenue - Carry Forward Requests 2018/19**

**Appendix E**

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
P4G3 Tourism & Culture	Budget represents a 3 year programme which will be complete by 1/10/22. The initial period has seen very little expenditure whilst the foundations for delivery have been put in place, including officers being recruited into the delivery posts	542,193	477,229	477,229
P4G Empty Homes	A number of loan applications have been received and are progressing. The total amount committed in 18/19 for loans is £21,500 but this budget is a P4G budget and there will not be further resources allocation in 19/20 therefore the request to c/fwd the total remaining budget and not just the committed spend will allow this work to continue	115,474	88,455	88,455
P4G - Healthy living concept	The HLC fund is an accrued fund. The Selby Health Matters group have now finalised a 3 year action plan to support delivery of local initiatives for which this fund will support. A final year of contribution is due to fund for 2019/20 of £35k. The amount also needs to carry forward into the following year to support the action plan. Current projects underway are the Local Cycling and Walking Infrastructure Plan which has a committed amount from the fund of £50k. The work commenced in Dec 18 and is due to conclude by end Sep 19	82,176	81,791	81,791
P4G - Tour De Yorkshire	The TDY is a fixed event in 2019 and will be delivered on 2nd May 19. Contract arrangements are in place for delivery. Amount outstanding will complete the project in 2019	150,000	149,954	149,954
P4G - Making our Assets work	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19 including accruals	180,000	166,593	166,593

**P4G Revenue - Carry Forward Requests 2018/19**

**Appendix E**

<b>Description</b>	<b>Purpose of Carry Forward</b>	<b>18/19 Current Budget</b>	<b>Remaining Budget</b>	<b>Carry Forward Request</b>
P4G - SDHT	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19	38,300	34,850	34,850
P4G - Stepping up Housing delivery	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19	24,862	9,919	9,919
P4G - Olympia Park	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19. Accruals have been raised for service fees totalling £25,252 and have been accounted for in the above balance	435,000	290,985	290,985
Housing development and regeneration	Carry over of this budget to be retained by HDP feasibility work.	125,000	100,194	100,194
P4G strategic site masterplan	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19. Accruals raised to cover M62 SDZ work (£15.5k) and TCF work (£25k)	200,613	153,317	153,317
P4G3 - access to employment	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19.	40,000	40,000	40,000
P4G - Growing enterprise	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19. This figure includes an accrued credit of £3190 from LCR and £1286 contributions/credit for SDC delivered business events	76,761	62,550	62,550

**P4G Revenue - Carry Forward Requests 2018/19**

**Appendix E**

Description	Purpose of Carry Forward	18/19 Current Budget	Remaining Budget	Carry Forward Request
P4G - Open for Business	The project plan agreed with LT and Executive was for the work to cover an 18 month period across two financial years. The carry forward request mirrors this arrangement. We move into the next phase of the work just after the election in May. The project end date is December 2019.	78,108	34,895	34,895
Staffing	Staff costs to carry forward to cover the full programme	3,007,000	2,134,345	2,134,345
Contingency	Contingency for the programme carried forward	70,000	70,000	70,000
	<b>Grand Total</b>	<b>5,603,830</b>	<b>4,217,674</b>	<b>4,217,674</b>

**P4G Capital - Carry Forward Requests 2018/19**

**Appendix E**

<b>Description</b>	<b>Purpose of Carry Forward</b>	<b>18/19 Current Budget</b>	<b>Remaining Budget</b>	<b>Carry Forward Request</b>
P4G High street shop fronts	High Street Shop Fronts delivery to take place as part of the VE Strategy and the pending decisions around FHSF and TCF applications.	100,000	100,000	100,000
P4G - Comm Prop Acquisition fund	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19. this budget is retained to support future opportunities to acquire commercial property in line with SDC's Ed & Regen programme and to bring forward properties already acquired (NWB Properties)	3,500,000	3,039,424	3,039,424
P4G - New Lane - Public realm	This is a P4G budget to support the 2 year delivery programme as approved at the January 19 Executive within the EDF - Refresh Report commencing Jan 19. New lane Public realm programme	200,000	200,000	200,000
	<b>Grand Total</b>	<b>3,800,000</b>	<b>3,339,424</b>	<b>3,339,424</b>





**Report Reference Number:** S/19/5

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Officer:** Karen Iveson, Chief Finance Officer

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**Title: Treasury Management Annual Review 2018-19**

**Summary:**

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 31 March 2019 (Q4) and presents performance against Prudential Indicators.

This report was considered by the Executive at its meeting on 30 May 2019.

**Recommendation:**

**The Scrutiny Committee is asked to consider the contents of the report and make any comments on the Council's treasury management.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the report is required in order to comply with the Treasury Management Code of Practice.

**1. Introduction and background**

**1.1** Please see the report considered by the Executive on 30 May 2019 attached to this report at Appendix A.

**2. The Report**

**2.1** Please see the report considered by the Executive on 30 May 2019 attached to this report at Appendix A.

**3. Alternative Options Considered**

None applicable.

#### **4. Implications**

##### **4.1 Legal Implications**

Please see the report considered by the Executive on 30 May 2019 attached at Appendix A to this report.

##### **4.2 Financial Implications**

Please also see the report considered by the Executive on 30 May 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 scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the report enables the Council to monitor its treasury management arrangements and to ensure that the Treasury Management Code of Practice is complied with.

##### **4.5 Resource Implications**

None applicable.

##### **4.6 Other Implications**

Not applicable.

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

Not applicable.

#### **5. Conclusion**

**5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on treasury management are welcomed.

#### **6. Background Documents**

None.

## 7. Appendices

Appendix A – Executive Report – 30 May 2019

Appendix B – Appendix A to the Executive Report 30 May 2019

### **Contact Officer:**

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**Report Reference Number: E/19/02**

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**To: Executive**  
**Date: 30 May 2019**  
**Status: Non Key Decision**  
**Ward(s) Affected: All**  
**Author: Michelle Oates, Senior Accountant**  
**Lead Executive Member: Councillor Cliff Lunn, Lead Executive Member for Finance and Resources**  
**Lead Officer: Karen Iveson, Chief Finance Officer**

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**Title: Treasury Management – Annual Review 2018/19**

**Summary:**

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 (Q4) and presents performance against the Prudential Indicators.

Investments – On average the Council's treasury deposits totalled £63.413m over the year at an average rate of 0.81% earning interest of £518k (£356k allocated to the General Fund; £163k allocated to the HRA) which is £279k above budget. In line with the approved Medium Term Financial Strategy, general fund income above £300k should be transferred to Contingency reserve, resulting in year-end transfer of £56k.

Property Funds – A budget of £5m was approved to invest in Property Funds, split equally between Blackrock and Threadneedle. As previously reported entry fees of £76k were treated as revenue expenses and offset against returns in year one, resulting in net income of £6k and a closing investment value of £4.93m, a loss of 0.69% (£34.2k) against the original investment. Excluding entry fees, the funds achieved a combined return revenue return of 4.13%

Loans to SDHT – During 2018/19 interest earned on loans to SDHT was £18k, in relation to Kirkgate and St Joseph's street Tadcaster.

Borrowing – Long-term borrowing totalled £59.3m at 31<sup>st</sup> March 2019, (£1.6m relating to the General Fund; £57.7m relating to the HRA),

Interest payments of £2.49m were made during 2018/19, a saving of £0.37m against budget, which is due to deferral of borrowing assumed for the Housing Development Programme. The Council had no short term borrowing in place as at 31 March 2018, and has not undertaken any during 2018/19.

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

### **Recommendations:**

- i. Councillors endorse the actions of officers on the Council’s treasury activities for 2018/19 and approve the report.**
- ii. Note that investment income allocated to the General Fund, over the £300k threshold is to be transferred to Contingency Reserve – equating to £56k for the year.**

### **Reasons for recommendation**

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

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

- 1.1 This is the final monitoring report for treasury management in 2018/19 and covers the period 1 April 2018 to 31 March 2019. During this period the Council complied with its legislative and regulatory requirements.
- 1.2 Treasury management in Local Government is governed by the CIPFA “Code of Practice on Treasury Management in the Public Services” and in this context is the management of the Council’s cash flows, its banking and its capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.
- 1.3 The Council’s Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 22 February 2018.
- 1.4 The two key budgets related to the Council’s treasury management activities are the amount of interest earned on investments £240k (£165k General Fund, £75k HRA) and the amount of interest paid on borrowing £2.862m (£75k General Fund, £2.787m HRA).

## 2. The Report

### Interest Rates and Market Conditions

2.1 The Council's treasury advisors Link summarised the key points associated with economic activity in 2018/19 as follows:

- Brexit negotiations have been a focus of much attention during the year;
- UK growth in 2018 was weak initially and then strengthened during the year before falling again in the final quarter;
- As expected the MPC raised Bank Rate from 0.50% to 0.75% on 2 August 2018;
- No further rate rises were expected until uncertainties regarding Brexit were resolved; and
- CPI inflation was on a falling trend throughout the year;

2.2 Deposit rates at the start of 2018/19 have gradually increased, as the rate increases in Q3 17/18 and Q2 18/19 have filtered through into investments placed by the pooled Treasury Fund. As expected, there were no further base rate increases during the final quarter, with the final outturn position of £519k being close to the Q3 forecast of £491k.

### **Borrowing and Investment Rates in 2018/19**

2.3 The movement in relevant UK market interest rates for the year was as follows:

#### **a) For Bank rate**

	%
<b>From 1 April 2018 to 1 August 2018</b>	<b>0.50</b>
<b>From 2 August 2018 to 31 March 2019</b>	<b>0.75</b>

**b) For PWLB rates (inclusive of the 0.2% discount rate)**

Item	Range during Year %	Start of Year %	End of Year %	Average In Year %
Fixed Interest Maturity				
1 year	1.28 – 1.64	1.48	1.48	1.50
5 years	1.50 – 2.07	1.84	1.55	1.80
10 years	1.80 – 2.50	2.22	1.85	2.19
25 years	2.33 – 2.93	2.55	2.40	2.65
50 years	2.16 – 2.79	2.27	2.23	2.46

**c) For Investment rates**

The average return to Q4 2018/19 of 0.81% compares with the average benchmark returns as follows:

Item	Range during Year %	Start of Year %	End of Year %	Average during Year %
7 day LIBID	0.35 – 0.59	0.36	0.57	0.51
1 month	0.37 – 0.61	0.39	0.61	0.54
3 month	0.48 – 0.81	0.59	0.72	0.68
6 month	0.59 – 0.92	0.70	0.83	0.79
1 year	0.75 – 1.06	0.88	0.94	0.94

**Annual Investment Strategy**

- 2.4 The Annual Investment Strategy outlines the Council's investment priorities which are consistent with those recommended by DCLG and CIPFA:
- Security of Capital and
  - Liquidity of its investments
- 2.5 The Investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, The Council's Annual Investment strategy and Lending List has been aligned to that of NYCC.
- 2.6 NYCC continues to invest in only highly credit rated institutions using the Link suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year.



2.7 The Council's investment activity in the NYCC investment pool up to Q4 2018/19 was as follows:-

- Balance invested at 31 March 2019 £52.62m
- Average Daily Balance Q4 18/19 £63.41m
- Average Interest Rate Achieved Q4 18/19 0.81%

### **Borrowing**

2.8 It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix A. Officers can confirm that the Prudential Indicators were not breached during the year.

2.9 The TMSS indicated that there was no requirement to take long term borrowing during 2018/19 to support the budgeted capital programme. However, the borrowing requirement is largely dependent on the Housing Development Programme and whilst it is expected that this will be funded by internal borrowing, this will continue to be reviewed.

2.10 The Council approved an Authorised Borrowing Limit of £84m (£83m debt and £1m Leases) and an Operational Borrowing Limit of £79m (£78m debt and £1m Leases) for 2018/19.

2.11 The strategy, in relation to capital financing, is to continue the voluntary set aside of Minimum Revenue Provision (MRP) payments from the HRA in relation to self-financing debt in order to create capacity to internally borrow to support the Housing Delivery Programme. £1.26m is budgeted for 2018/19 but actual borrowing is currently deferred.

2.12 As a result, the Council was in an under-borrowed position of £99k as at 31 March 2019. This means that capital borrowing is currently below the Council's underlying need to borrow. The reduction compared to the start of the financial year is the net impact of in-year HRA Voluntary MRP and new capital expenditure in relation to the Housing Delivery Programme, as planned.

2.13 The 2018/19 Treasury Management Strategy forecast an under-borrowed position by the end of 18/19, rising to £14.5m by the end of 20/21 as loans are made to support the Housing Trust, and HRA Housing Investment Programme. Plans to undertake any additional long term borrowing in the short/medium term will be kept under review as the Extended Housing Delivery Programme progresses and while borrowing rates remain low

## Capital Strategy

- 2.14 The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2018/19, approved in February 2018. The Capital Strategy sets out how capital expenditure, capital financing and treasury management contribute to the provision of Corporate and service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. It sets out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 2.15 Alternative non-treasury investments are considered as part of the Capital Strategy. Given the technical nature of potential alternative investments and strong linkages to the Council's Treasury Management function, appropriate governance and decision making arrangements are needed to ensure robust due diligence in order to make recommendations for implementation. As a result, all investments are subject to consideration and where necessary recommendations of the Executive.
- 2.16 In addition to loans to Selby & District Housing Trust to support the Housing Deliver Programme, options for alternative investments currently being explored are Commercial Property investments, which will be subject to individual business case approval, and Property Funds.

### 2.17 Housing Delivery Programme Loans

The Housing Delivery Programme has delivered a number of successful schemes so far, in partnership with Selby & District Housing Trust. One of the principals underpinning the programme is financial support will be provided to the Trust by way of grant and loans to fund provision of affordable homes in the District whilst achieving a revenue return for the Council's General Fund. The table below summarises the loans provided to date.

Scheme	Loan Rate %	Principal Outstanding £	Interest 18/19 £
Kirgate, Tadcaster	4.56%	190,326	9,240
St Joseph's St	4.20%	313,786	8,904
Jubilee Close, Ricall	3.55%	553,225	- *1
Ulleskelf	4.87%	1,080,060	- *1
Ousegate	3.65%	114,000	- *1
<b>Total Principal / Average Rate</b>	<b>4.36%</b>	<b>2,251,396</b>	<b>18,144</b>

\* First instalments due in 2019/20

## Commercial Property Investments

- 2.18 To date there have been two successful bids on Commercial Properties, one in Selby town and one in Tadcaster, both buildings are ex-Natwest Bank Properties. The first successful bid was placed for the Tadcaster property, which completed during Q2 18/19. The second in Selby, which completed towards the end of Q3 18/19. Business cases are currently being developed for the on-going use of the buildings, which means that costs relating to managing the properties, such as Business Rates, security etc. will need to be funded through the Programme for Growth budget until an income stream is generated or the properties are sold on. During 2018/19 cost of £8.6k were incurred.

## Property Funds

- 2.19 On 6<sup>th</sup> September 2018, The Executive approved exemption of the Council's procurement rules to invest £5m in Property funds, which have been selected through a procurement exercise carried out by the NYCC Treasury Team, in conjunction with the Council's joint treasury advisors, Link, who were commissioned to support the selection process.
- 2.20 Throughout September and October, the Treasury team carried out the complex application process to buy into the secondary market of Blackrock and Threadneedle Funds, to place £2.5m per fund, direct investment on behalf of SDC. This included application under Mifid II<sup>1</sup> \* regulations as the holdings will be wholly owned by SDC. The units were purchased on 31 October 2018.
- 2.21 The initial investment in both Property Funds incurred total fund entrance fees of £76k – these costs have been charged to the revenue budget in year. The combined opening value of the units was £4.94m.
- 2.22 Investments held in Property Funds are classified as Non-Specified Investments and are, consequently, long term in nature. Valuations can, therefore, rise as well as fall, over the period they are held. Any gains or losses in the capital value of investments are held in an unusable reserve on the balance sheet and do not impact on the General Fund until units in the funds are sold. Both funds have experienced minor capital losses to the end of March 2019.
- 2.23 Each fund also provides a monthly revenue return, representing interest earned on the fund over that period. The position on Property Funds at

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<sup>1</sup> *Investment firm" under the Markets in Financial Instruments Directive (MiFID) means "any legal person whose regular occupation or business is the provision of one or more investment services to third parties and/or the performance of one or more investment activities on a professional basis" (Article 4(1)).*

*The MiFID definition, therefore, covers all natural and legal persons who perform investment services and activities using financial instruments, as a regular occupation or business, and on a professional basis.*

31 March 2019 is as follows:-

<b>Fund</b>	<b>Investment £k</b>	<b>Valuation as at 31-Mar-19 £k</b>	<b>Capital Gain / (Loss) £k</b>	<b>Capital Gain / (Loss) %</b>	<b>Revenue Return £k</b>	<b>Revenue Return %</b>	<b>Total Return %</b>
Blackrock	2,502.50	2,491.49	(11.0)	(0.44)	34.73	3.43	2.99
Threadneedle	2,439.24	2,416.03	(23.2)	(0.93)	47.74	4.84	3.92
<b>Total</b>	<b>4,941.73</b>	<b>4,907.52</b>	<b>(34.2)</b>	<b>(0.69)</b>	<b>82.5</b>	<b>4.13</b>	<b>3.43</b>

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

3.1 Not Applicable.

### **4.0 Implications**

#### **4.1 Legal Implications**

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

#### **4.2 Financial Implications**

4.2.1 The Council's investment income during the year has been highlighted through in-year monitoring and is reported in the surplus outturn position for the General Fund and HRA.

4.2.3 Fund entry fees came in lower than anticipated at £76k on the secondary market, which includes fees from the Broker and Link, funded by year one revenue income, generating a net saving in year 1 of £6.5k. If the trend continues into 2019/20, it is expected the funds will generate income of circa £200k per year.

### **5. Conclusion**

5.1 The impact of the economy and Brexit negotiations continue to create uncertainty in the financial markets. Whilst returns remain relatively modest, the council has performed well against benchmark returns whilst maintaining security of the council's cash balances. The property fund investments have provided an additional boost to overall returns, expected to continue over the coming years.

5.2 The Council's debt position is in line with expectations set out in the Strategy, with no immediate changes on the horizon. However, as the Housing Delivery programme progresses and interest rates begin to rise, opportunities to optimise the Council's debt portfolio will be kept under review.

5.3 The Council operated within approved Strategy Indicators for the

quarter, with no breaches on authorised limits. The Prudential Indicators are reviewed annually as part of the Treasury Strategy to ensure approved boundaries remain appropriate; activities to date during 18/19 have not highlighted any concerns.

## **6. Background Documents**

Finance Treasury Management Files

### **Contact Details**

Michelle Oates  
Senior Accountant – Capital & Treasury  
North Yorkshire County Council

### **Appendices:**

Appendix A – Prudential Indicators as at 31 March 2019

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## Prudential Indicators - As at 31 March 2019

Note	Prudential Indicator	2018/19 Indicator	Quarter 4 Actual
1	Year End Capital Financing Requirement £'000	61,404	54,588
	Gross Borrowing £'000	59,487	59,487
	Investments £'000	34,869	59,586
2	Net Borrowing £'000	24,618	-99
3	Authorised Limit for External Debt £'000	84,000	59,487
4	Operational Boundry for External Debt £'000	79,000	59,487
5	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	0%
6	Principal sums invested for over 364 days		
	1 to 2 years £'000	20,000	0
	2 to 3 years £'000	15,000	0
	3 to 4 years £'000	5,000	0
	4 to 5 years £'000	5,000	0
7	Maturity Structure of external debt borrowing limits		
	Under 12 months %	20%	0.00%
	1 to 2 years %	20%	0.00%
	2 to 5 years %	50%	10.96%
	5 to 10 years %	50%	0.00%
	10 to 15 years %	50%	0.00%
	15 years and above %	90%	89.04%

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

2. Net Borrowing (Gross Borrowing less Investments) – this must not except in the short term exceed the capital financing requirement.

3. Authorised Limit for External Debt – this is the maximum amount of borrowing the Council believes it would need to undertake its functions during the year. It is set above the Operational Limit to accommodate unusual or exceptional cashflow movements.

4. Operational Boundary for External Debt – this is set at the Council’s most likely operation level. Any breaches of this would be reported to Councillor’s immediately.

5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.

6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.

7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.





**Report Reference Number:** S/19/6

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Ward(s) Affected:** All  
**Author:** Sarah Thompson (Housing and Environmental Health Service Manager)  
**Lead Executive Member:** Cllr Chris Pearson (Lead Member for Housing, Health and Culture)  
**Lead Officer:** Julie Slatter (Director of Corporate Services and Commissioning)

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**Title: Review of Community Centres**

**Summary:**

In March 2019 the Scrutiny Committee agreed to establish a Task and Finish Group and work in partnership with the Tenant Scrutiny Committee to help facilitate a review of Community Centres. This information report sets out the previous work of the Scrutiny Committee on Council Funded Community Centres, in order for Members to decide how they wish to take the matter forward.

**Recommendation:**

The Committee are asked to confirm they wish to continue with the review, agree the proposed scope and methodology and establish a Task and Finish Group.

**Reasons for recommendation:**

Housing Revenue Account (HRA) funded Community Centres and their sustainability remains a key issue for members and residents alike. In order to move forward, we must first understand their current position in the community and how tenants and residents use them now and might wish to use them in future.

**1 Introduction and background**

**1.1** Previous reviews have taken place in regards to Community Centres. Most notably in 2010, following a report to the Social Board, the decision was made to sell the poorly used centre at Womersley and convert the centre at Kellington into a residential unit. This left the Council with the 10 centres it has today:

- Anne Sharpe Centre, St Edwards Close, Byram
- Westfield Court Centre, Westfield Court, Eggborough
- Coultish Centre, Charles Street, Selby

- Cunliffe Centre, Petre Avenue, Selby
- Harold Mills House, North Crescent, Sherburn-in-Elmet
- Lady Popplewell Centre, Beechwood Close, Sherburn-in-Elmet
- Grove House, Grove Crescent, South Milford
- Calcaria House, Windmill Rise, Tadcaster
- Kelcbar, Kelcbar Close, Tadcaster
- Rosemary House, Rosemary Court

**1.2** Reviewing the Community Centres was suggested as a piece of work in June 2015, following a proposal from Councillor Buckle. Primary concerns were raised around the poor use of the centres, running costs and lack of community engagement. Considerable discussions took place between the Committee and Lead Officer for Community Support, but it was not felt a Task and Finish Group was required at that stage. It was however agreed that work would be undertaken to try and address the issues raised by Committee as to the use of the centres.

**1.3** Since then, public WIFI has been installed into almost every centre, and a new booking system created and managed by the Customer Contact Centre, in the hopes of garnering new community and private sector interest in the centres. An investment of £78,000 over two years was also agreed in 2017 to facilitate security and access improvements.

**1.4** However, whilst these improvements are acknowledged, the same concerns regarding community usage and value for money remain present; and it is therefore important that this work be revisited and progressed, and that a review is undertaken to inform a way forward.

## **2 Proposed Review**

### Defining the review and its scope

**2.1** This review is intended to consider how Community Centres are currently being used and how we can make better use of them in the future.

**2.2** We propose that the scope of the review will:

- Determine current level of use and public satisfaction with the centres.
- Look at current management models at each centre.
- Confirm the cost of providing the centres to the HRA.
- Explore potential alternative delivery models.
- Explore whether the current service offer meets the future needs of tenants and residents; and if not, what future model may best achieve this.

### Proposed Methodology

**2.3** We propose that the review is completed over a 6 month period and includes the following:

- Scrutiny to decide Task and Finish group members.

- Officers to provide base line information (costs, condition, level of usage, current management arrangements and constitutions) to support initial fact finding work.
- Co-operative between Scrutiny Committee and Scrutiny Panel to generate a consultation survey.
- Tenant Participation Officer to oversee tenant and resident consultation.
- Site visits to the Community Centres to help understand the usage.
- Benchmark against other local authority practices in relation to Community Centres, with the potential for site visits.

**2.4** The Tenant Scrutiny Panel work to analyse and provide recommendations in relation to specific areas of the Council's housing service. Completing the review in this way provides an opportunity for closer working relationships between Council members and our tenants, providing an innovative approach to the review process. Having first-hand experience, tenants can also offer a great insight into the consultation process and everyday use of the centres.

**2.5** It is also important to state that different solutions may be appropriate for each centre and a wide range of options should be considered. Of central importance is therefore the views of the local community and it is proposed that a resident-wide consultation take place to best assess and inform the review and options for future use and management of each centre.

#### Baseline information

**2.6** Officers are currently working on the baseline information to help inform the review and the Task and Finish group will be provided with detailed information on the following areas:

##### **2.6.1** Management arrangements and constitutions

On a day to day basis the management of the centres is undertaken by the Housing and Property Team's. Each centre has a constitution and a management committee. The committee arrangements vary locally and some are more formal others. A copy of a constitution is available in Appendix B.

##### **2.6.2** The condition of the centres and the facilities available

The standard of the décor, fixtures and fittings in the centres vary between each centre. If a Task and Finish group is established a visit to each centre to see the condition and the facilities will form part the review but some recent photographs taken at some of the centres are available in Appendix C.

##### **2.6.3** Level of usage

The management committee for each centre are authorised to have 6 free sessions per week (2 hours per session). Members of the public and community groups can hire the Community Centres for their own use – the current charge is £10.40 per hour and use varies across the centres. Appendix D contains an overview of the regular bookings at each centre.

#### **2.6.4 The income and expenditure related to running the centres**

The Council owned Community Centres are wholly funded by the Housing Revenue Account. The financial budget is combined and officers are currently working to break this down and identify the costs associated with each individual centre. The budget covers the cost of repairs and maintenance, centre improvements, utilities, fixtures and fittings, cleaning, general insurance and management costs. In 17/18 the overall cost of running the centres was in the region of £203,000 and the overall Community Centre income totalled just over £13,000.

### **3. Implications**

#### **3.1 Legal Implications**

All Council landlords are required to meet the four consumer standards, as set by the Regulator for Social Housing. The 'Tenant Involvement and Empowerment Standard,' requires landlords to consult with their tenants and *'ensure that tenants are given a wide range of opportunities to influence and be involved.'*

Any further legal implications arising from future proposals in respect of individual Community Centres will be addressed as part of those proposals.

#### **3.2 Financial Implications**

Any financial implications arising from future proposals in respect of individual Community Centres will be addressed as part of those proposals.

#### **3.3 Policy and Risk Implications**

The report's recommendation provides a number of opportunities to develop a co-operative approach between Council members and tenants, as to the provision and management of the Community Centres. In regards to partnership working arrangements, roles and responsibilities need to be clearly identified in order to mitigate risk as much as possible.

#### **3.4 Corporate Plan Implications**

This report links to Priority 3 of the Corporate Plan (2015-2020): To make a difference. It focuses on empowering and involving people in decisions about their area and their services.

#### **3.5 Resource Implications**

Any resources required as part of a Task and Finish Group will be identified in the attached Scoping Document – Appendix A.

### **3.6 Equalities Impact Assessment**

All Selby District Council tenants will be eligible for the proposed consultation and every effort will be made to engage as many tenants as possible in this process.

## **4. Conclusion**

- 4.1** In order to ensure that Community Centres are achieving their financial and community benefit potential, we propose a review of the centres take place. To do this, we recommend a Task and Finish Group be established by the Scrutiny Committee and Tenant Scrutiny Panel. This review will include a district-wide consultation and provide recommendations for future use of the centres.

## **5. Background Documents**

N/A

## **6. Appendices**

Appendix A – Scoping document  
Appendix B – Copy of the Constitution  
Appendix C – Internal Photographs  
Appendix D – Community Centre Bookings

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

Sarah Thompson  
Housing and Environmental Health Service Manager  
Selby District Council  
[sthompson@selby.gov.uk](mailto:sthompson@selby.gov.uk)



### Scrutiny Committee Task and Finish Group Review

<b>Task and Finish Group Title:</b>	Review of Community Centres
<b>What the Review would achieve</b>	Identify how the Community Centres are currently used and how we can make better use of them in the future.
<b>Reasons for Review</b>	<p><b>Criteria for selecting item:</b></p> <ul style="list-style-type: none"> <li>• Identified by Members as key issue for public.</li> <li>• Positively impact on the delivery of services.</li> <li>• Engage the public and partner organisations.</li> <li>• Is the service cost/effective/value for money?</li> </ul> <p><b>Potential criteria for rejecting items:</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Possible areas to be covered</b>	<ul style="list-style-type: none"> <li>• Current level of use and public satisfaction with the centres.</li> <li>• The cost of the Community Centres to the Housing Revenue Account</li> <li>• Exploration of potential alternative models</li> <li>• The current Community Centre management model</li> <li>• Exploration of whether the current service offered meets the future needs of tenants and residents and if not, what future model may best achieve this for the centres.</li> <li>• Explore what sources of external funding may be available</li> <li>• Explore how can the centres generate income</li> <li>• Explore links to wider work on culture and health and how we can use the centres for delivery of activities and event</li> </ul>
<b>Methodology/Approach</b>	<ul style="list-style-type: none"> <li>• Establish the Task and Finish Group</li> <li>• Officers to provide base line information to support initial fact finding work which could also include visits to the Community Centres to help understand the usage</li> <li>• The Scrutiny Committee and the Tenant Scrutiny Panel will work together to generate a consultation survey.</li> <li>• Tenant Participation Officer to oversee tenant consultation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Benchmark against other local authorities practices in relation to Community Centres including potential site visits</li> </ul>
<b>Indicators of Success</b>	A report will be produced with recommendations on how we can make better use of the centres.
<b>Barriers/dangers/risks</b>	Tenants and service users do not engage in the review. Lack of engagement with wider community
<b>Length of Review</b>	6 Months
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Council member time</li> <li>• Tenant Scrutiny time</li> <li>• Community Centre Committee members time</li> <li>• Tenants and residents time</li> </ul>

**CONSTITUTION OF THE COMMUNITY CENTRE**

<b>NAME OF CENTRE AND PURPOSE</b>	The Centre shall be called *. Its purpose is to provide a meeting place and entertainment for Senior Citizens living in * and immediately surrounding villages.
<b>THE COMMITTEE</b>	The Management Committee shall be called the * Management Committee - hereinafter referred to as the Management Committee.
<b>OBJECTS OF THE COMMITTEE</b>	<p>The Management Committee shall be responsible for the day to day running of the Centre and the promotion and regulation of its use by those eligible.</p> <p>Those eligible to use the Centre are all those of pensionable age and the disabled living in the villages referred to above.</p>
<b>COMPOSITION OF THE COMMITTEE</b>	The Committee shall comprise of no more than 12 Members elected by those eligible to use the Centre (by invitation others not eligible to use the Centre may have their names put forward for election) at the Annual General Meeting.
<b>SELECTION OF THE COMMITTEE</b>	<p>The Annual General Meeting shall elect the Committee each year. Members elected shall serve for a period of one year and may allow their names to go forward for election for further periods of yearly service.</p> <p>The Management Committee shall have power by a two thirds majority vote to co-opt any person to serve on the Committee whom it feels would benefit its work. Co-opted members have no vote in Committee on policy decisions.</p>
<b>THE CHAIRMAN</b>	A Chairman shall be elected annually by the Committee from amongst its members. This election to take place at the AGM. The Chairman will serve for a period of one year. That person may stand for re-election for further yearly terms.
<b>THE HONORARY SECRETARY</b>	At the same first meeting of the Committee each year the Honorary Secretary shall be elected for a period of one year. He/she may stand for re-election for further yearly terms. The Secretary shall take minutes at the AGM and each Committee meeting and record them in a book provided for this purpose.
<b>THE HONORARY TREASURER</b>	The Honorary Treasurer shall be elected at the same meeting to serve for one year and shall keep a record of all financial transactions pertaining to the Centre. The Honorary Treasurer shall be required to present to the Committee an audited Statement of Account in March which the Committee will put before the AGM for acceptance in April. The Honorary Treasurer may serve for further periods of yearly service.



## **RULES**

1. The Committee shall meet as often as its business requires providing that there shall be at least one meeting each quarter.
2. The Honorary Secretary shall convene the meeting on the instruction of the Chairman by giving at least seven days clear notice to members.
3. A meeting may also be convened by request of at least six members of the Committee.
4. The Annual General Meeting shall be held in April each year and a report of the Centre's activities shall be presented by the Chairman to the AGM.
5. Any changes, amendments or additions to the Constitution can be made only at the AGM. Submissions in writing, duly proposed and seconded by those eligible to vote at the AGM, must be received by the Honorary Secretary at least six weeks before the date of the AGM. Any additions to or changes in the Constitution must be made in the form of a motion to the AGM and before being adopted must be passed by at least a two thirds voting majority of those attending the AGM.
6. Those eligible to vote at the AGM are all members of the Centre - that is all senior citizens and disabled persons living in the villages referred to in the Constitution.
7. The assets of the Committee shall be held for and used for the benefit of all senior citizens and disabled persons living in the above mentioned villages. Should all members of the Committee resign and no-one be elected to replace those members, then all the assets of the Committee shall be immediately transferred to the account of "Selby District Council".
8. In any matter of Policy and Use of the Centre decision rests with the Management Committee whose decision shall in all matters be final.
9. **VOTING AT COMMITTEE MEETINGS**

All elected members of the Committee shall have one vote each but co-opted members may only vote in non-policy matters. In the case of a tied vote the Chairman shall have a second or casting vote.

Westfield, Eggborough



Cunliffe, Selby



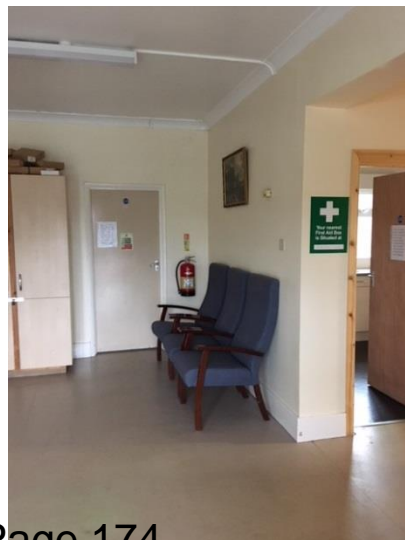
Grove House, South Milford



Harold Mills, Sherburn in Elmet



Lady Popplewell, Sherburn in Elmet Calcaria, Tadcaster



### Activities and usage

- Anne Sharpe Centre, Byram: a large part of the centre is rented by the local doctor's surgery. Separate to this, bingo and coffee morning's takes place twice a week.
- Westfield Court, Eggborough: one of the quieter centres, it hosts bingo on a Monday afternoon and an exercise class on Tuesday.
- Coultish Centre, Selby: hosts regular bingo, a weekly embroidery club and the fortnightly TARA. Horton Housing also use the centre for their Community Café on a Wednesday afternoon and it is rented by a local hairdresser and learning school on a Thursday.
- Cunliffe Centre, Selby: a busier centre with a separate room and facilities, this is rented out three days a week by YPC (a local disability group). It hosts bingo regularly and Horton Housing also hosts a Community Café here on a Tuesday afternoon. It is also used for coffee mornings, exercise classes, Refuge Council drop-in and NYCC Adult Learning.
- Harold Mills House, Sherburn-In-Elmet: hosts a weekly lunch club, Horton Housing also offer a weekly drop-in and Community Café, and there is bingo on a Thursday afternoon.
- Lady Popplewell Centre, Sherburn-In-Elmet: hosts bingo twice a week, is rented fortnightly by the French Group and a local visiting scheme. It also has a weekly art class and friendship group.
- Grove House, South Milford: hosts bingo and dominos three evenings a week, a weekly 'Tea with tots' and 'Derby and Joan' group, and a monthly painting class.
- Calcaria House, Tadcaster: Games committee and line dancing are hosted once a week, Horton Housing Community Café fortnightly, slimming club on a Wednesday and bingo three times a week. The WI rent the centre for one evening a month and it is also used by SDC for a housing drop-in surgery.
- Kelcbar, Tadcaster: hosts an exercise class once a week, a monthly social club and Churches Together meeting, and fortnightly coffee morning.
- Rosemary House, Tadcaster: a quieter centre, it hosts bingo twice a week and the flood fundraising group on a Thursday morning.

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**Report Reference Number:** S/19/7

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**To:** Scrutiny Committee  
**Date:** 4 July 2019  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Officer:** Palbinder Mann, Democratic Services Manager

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**Title: Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities: Information Report**

**Summary:**

The Scrutiny Committee is asked to receive the information report of the Democratic Services Officer which provides an overview of the recently issued Government guidance on overview and scrutiny in local and combined authorities.

**Recommendation:**

**The Scrutiny Committee is asked to consider and note the contents of the new guidance, and identify any aspects which would merit further consideration in relation to scrutiny work at Selby District Council.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the report as part of their role in exercising the Council's statutory obligations and powers in relation to overview and scrutiny.

**1. Introduction and background**

- 1.1** On 7 May 2019 the Ministry of Housing, Communities & Local Government published the document, 'Statutory Guidance for Local Authorities on Overview and Scrutiny'. The new guidance seeks to clarify the role and benefits of scrutiny to local authorities, taking into account the changes to scrutiny since the previous guidance was published in 2006.
- 1.2** Although this is statutory guidance, it also recognises that local authorities are best placed to decide how scrutiny should work within their own political structures. As such the guidance is focussed towards highlighting best practice, with it left to individual councils to determine its implementation.
- 1.3** Selby District Council undertook a review of its scrutiny arrangements in 2018; Scrutiny Committee need to consider the guidance issued by the Government in the context of scrutiny at Selby, and if there are any specific sections of the new guidance it would like to highlight. It was agreed at Council in July 2018

that the arrangements for scrutiny at Selby be reviewed again after the 2019 elections.

- 1.4 Although parts of the guidance are focussed on the wider culture of the organisation towards scrutiny, and as such are beyond the remit of the Scrutiny Committee to directly determine, other sections provide more practical advice.

## 2. The Report

- 2.1 In September 2017 the Communities and Local Government Select Committee undertook a review of the effectiveness of overview and scrutiny in local authorities and concluded with the publication of the Select Committee's findings and recommendations in December 2017.
- 2.2 The Government published its response in March 2018 and gave a commitment to publish new scrutiny guidance for local authorities by December 2018. The publication of the guidance was delayed, but was eventually published in May 2019. A copy of the guidance is set out at Appendix A to this report.
- 2.3 The guidance highlights specific areas that it argues contributes to the effectiveness of scrutiny, ranging from practical advice on work programming to organisational culture, which is more difficult to influence. The six main themes set out in the guidance are: Culture, Resourcing, Selecting Committee Members, Power to Access Information, Planning Work and Evidence Sessions. The content of each theme is summarised below.

### Culture

- 2.4 The guidance states that organisational culture within local authorities is one of the key issues that can determine the success or failure of scrutiny. The guidance emphasises the importance of the scrutiny being owned and led by Members.
- 2.5 The guidance also highlights that the performance and effectiveness of scrutiny can be considered by external bodies such as regulators, as well as being published in public reports. The guidance also lists a range of suggestions that can help to ensure that the organisational culture is supportive of the role of scrutiny:
  - a. **Recognising scrutiny's legal and democratic legitimacy** – All Members and Officers within a local authority should recognise the importance and legitimacy of scrutiny, which has specific powers set out in law.
  - b. **Identifying a clear role and focus** – Scrutiny should have a clearly defined role within the organisation and one focussed on providing value; there needs to be a clear division of responsibilities between the Council's scrutiny and audit functions.
  - c. **Ensuring early and regular engagement between the Executive and Scrutiny** – The guidance recommends that there should be early and

regular discussions between Scrutiny and the Executive, particularly in regard to the Executive's future work programming.

- d. *Managing Disagreement*** – The guidance also recommends developing a protocol to manage any instances where the Executive disagrees with the recommendations of Scrutiny.
- e. *Providing Necessary Support*** – Determining the level of support available for Scrutiny is a matter for individual authorities; the guidance highlights that appropriate support should be given to allow Scrutiny Members to access information required to fulfil their duties.
- f. *Ensuring Impartial Advice from Officers*** – Officers need to be able to give impartial advice to Scrutiny Members, highlighting the importance of the 'statutory officer' roles such as Head of Paid Service, Section 151 Officer and Monitoring Officer.
- g. *Communicating Scrutiny's role and purpose to the wider authority*** – A lack of awareness of the role of Scrutiny across an authority can act as an impediment to its success. Officers need to be aware of the role of Scrutiny and the importance of providing support to the scrutiny function.
- h. *Maintaining the interest of full Council in the work of Scrutiny*** – The guidance suggests that it is important that other non-Scrutiny Members are kept informed of the work of Scrutiny; the suggested mechanism for this is through submitting reports and recommendations to Council rather than just to the Executive.
- i. *Communicating Scrutiny's role to the public*** – The guidance also suggests liaising with the Council's Communications Team to publicise and raise awareness of the work of Scrutiny.
- j. *Ensuring Scrutiny members are supported in having an independent mind-set*** – It is acknowledged that there could be difficulty for Members in scrutinising colleagues, but explains that in order for scrutiny work properly it is fundamental that Members have an independent mind-set. It suggests that Scrutiny Chairs work proactively to identify any contentious issues and plan how to manage them.

#### Resourcing

- 2.6** The guidance does not prescribe a specific level of Officer support allocated to Scrutiny, but it does highlight that an appropriate level of support is required to ensure that Scrutiny can function effectively, and that any support should also include the way the wider Council engages with Scrutiny.

#### Selecting Committee Members

- 2.7** The selection of Members to serve on Scrutiny committees is by the respective political groups and as such beyond the direct control of the Scrutiny Committee, but a number of factors should be considered by those

political groups when selecting Members to serve; experience, expertise, interests, ability to act impartially, ability to work as part of a group and capacity to serve. A perceived level of support for or against a particular political party should not be a factor taken into account when selecting Members for Scrutiny.

- 2.8** The guidance also recognises the importance of the role of the Chair in the success of Scrutiny, with this role being responsible for establishing its profile, influence and ways of working. A suggestion is made for using a secret ballot as a method for selecting Scrutiny Chairs, but it is acknowledged that it is up to local authorities to choose the best method for their circumstances.
- 2.9** Ongoing training is also recommended in order to allow Scrutiny Members to fulfil their roles successfully. In particular the need for Members to be aware of their legal powers and understand how to prepare and ask relevant questions at meetings is essential.
- 2.10** The guidance also recognises the value that can be added by outside expertise through either co-option of members onto a committee or the use of technical advisors for a specific subject.

#### Power to Access Information

- 2.11** The legal powers for Scrutiny Committees to access information in order to be able to carry out their work is emphasised in the guidance; this includes regular access to key sources of information such as data on finance, performance and risk.
- 2.12** The guidance also sets out a number of considerations for Scrutiny when requesting information from external organisations, including the need to explain the purpose of the scrutiny, highlighting the benefits of an informal approach, how to encourage compliance with the request and who best to approach.

#### Planning Work

- 2.13** The importance of work planning in the success of Scrutiny is stressed in the guidance, with a focus needed on items that can make a tangible difference. It is recommended that Scrutiny should have in the main a long term plan, but with enough flexibility to ensure that urgent, short term issues can be considered as needed.
- 2.14** It is recognised that there needs to be coordination across the work programmes of individual Scrutiny committees with prioritisation being necessary to ensure that the intended outcome for a specific item remains focussed. Coordination would also help to ensure that the best use is made of the available support for Scrutiny.
- 2.15** The guidance recommends using a variety of sources to inform the work programme including the public, partner organisations, the Executive and Senior Officers. In consulting with the public it does highlight that a formal



consultation on Scrutiny may be less successful than individual Members having conversations with groups and individuals in their local communities. Shortlisting is also suggested to decide which topics should be included in the work programme in order to ensure that the items chosen are ones to which scrutiny can add value.

- 2.16** There are a number of different ways that topics can be scrutinised, including having a single item on an agenda, dedicating a whole meeting to one item, a short task and finish group, a longer task and finish group or a standing panel. The guidance sets out when it might be most appropriate to use each one of the above.

### Evidence Sessions

- 2.17** Evidence sessions can be a key way for Scrutiny Committees to inform their work and emphasise the need for effective planning. In particular it is recommended that consideration is given to setting overall objectives for each session and the types of questions that need to be asked to achieve these objectives.

- 2.18** In developing recommendations from the evidence sessions the guidance advocates the need for them to be evidence based and SMART (Specific, Measurable, Achievable, Relevant and Timed). It is also suggested that a maximum of six to eight recommendations per topic should be sufficient to ensure that a focussed response is received.

## **3. Alternative Options Considered**

- 3.1** None applicable.

## **4. Implications**

- 4.1 Legal Implications** - Effective Scrutiny arrangements form part of the governance framework of the Council.

- 4.2 Financial Implications** - Not applicable.

- 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.

- 4.5 Resource Implications** - Changing the work of scrutiny at Selby may result in some minor resource implications for officers in supporting the work of the Committees. It is anticipated that these will be contained within existing budgets.

- 4.6 Other Implications** - Not applicable.

**4.7 Equalities Impact Assessment** - Not applicable.

**5. Conclusion**

**5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such any guidance issued by the Government should be considered carefully. Members are asked to consider and note the contents of the new guidance, and identify any aspects which would merit further consideration in relation to scrutiny work at Selby District Council.

**6. Background Documents**

Report to Council 17 July 2018, 'Scrutiny Review 2018'

**7. Appendices**

Appendix A – Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (Ministry of Housing, Communities and Local Government, May 2019)

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Ministry of Housing,  
Communities &  
Local Government

# Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



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# Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.

A handwritten signature in blue ink, appearing to read 'Rishi Sunak'.

**Rishi Sunak MP**  
**Minister for Local Government**

# About this Guidance

## Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

## Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

## Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

## Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.<sup>1</sup>

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

## Expiry or review date

This guidance will be kept under review and updated as necessary.

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<sup>1</sup> A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.



# 1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers<sup>2</sup> to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

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<sup>2</sup> Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

## 2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

### How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf).

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

### Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
  - rights of access to documents by the press, public and councillors;
  - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
  - delegated decisions by the Mayor;
  - whistleblowing protections for both staff and councillors; and
  - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

## 3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

### Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,<sup>3</sup> someone whose role is to:
  - promote the role of the authority's scrutiny committee;
  - provide support to the scrutiny committee and its members; and
  - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

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<sup>3</sup> Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

#### Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:

- Committee – officers are drawn from specific policy or service areas;
- Integrated – officers are drawn from the corporate centre and also service the executive; and
- Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.



## 4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,<sup>4</sup> the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny<sup>5</sup>.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.<sup>6</sup> Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.<sup>7</sup> This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

### Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

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<sup>4</sup> See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>5</sup> See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

<sup>6</sup> Section 9FA(3) of the Local Government Act 2000.

<sup>7</sup> 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

### Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives<sup>8</sup>. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person<sup>9</sup>.

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair<sup>10</sup>.

### Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

### Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

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<sup>8</sup> A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

<sup>9</sup> See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>10</sup> Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation<sup>11</sup>. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

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<sup>11</sup> Section 9FA(4) Local Government Act 2000

## 5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information<sup>12</sup>. In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision<sup>13</sup>. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

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<sup>12</sup> Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>13</sup> Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member<sup>14</sup>. When agreeing to such requests, authorities should:

- consider whether seeking clarification from the information requester could help better target the request; and
- Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions<sup>15</sup>. It is the duty of members and officers to comply with such requests.<sup>16</sup>

#### Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

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<sup>14</sup> Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>15</sup> Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

<sup>16</sup> Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

**Following ‘the Council Pound’**

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

## 6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

### Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

### Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
  - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
  - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
  - Voluntary sector partners;
  - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
  - In parished areas, town, community and parish councils;
  - Neighbouring principal councils (both in two-tier and unitary areas);
  - Cross-authority bodies and organisations, such as Local Enterprise Partnerships<sup>17</sup>; and
  - Others with a stake and interest in the local area – large local employers, for example.
- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

#### Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

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<sup>17</sup> Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.



As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*':

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/343182/140812\\_Openness\\_Guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf)).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

### Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

### Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.

## 7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal ‘task and finish’ groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

### How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short ‘wash-up’ meeting to review whether their objectives were met and lessons could be learned for future sessions.

### Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.

66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
- ii. the development of those findings, which will set out some areas on which recommendations might be made; and
- iii. the drafting of the full report.

67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.

68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

# Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

## Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

# Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in



advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

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