



Meeting: **SCRUTINY COMMITTEE**
Date: **THURSDAY, 26 SEPTEMBER 2019**
Time: **5.00 PM**
Venue: **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.

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 - 12)**

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 4 July 2019.

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

5. **Scrutiny Committee Work Programme 2019-20 (Pages 13 - 18)**

To discuss and amend the Work Programme for 2019-20.

6. Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust: Barlow Common Activity Review April 2018 to April 2019 and Hambleton Hough Annual Report 2018-19 (S/19/8) (Pages 19 - 74)

The Scrutiny Committee is asked to consider the annual reports of the Yorkshire Wildlife Trust (YWT) and Wildlife Habitat Protection Trust (WHPT) about the activity taking place at Barlow Common (managed by YWT) and Hambleton Hough (managed by WHPT) between April 2018 and April 2019.

In attendance at the meeting will be:

Martin Blakey, Wildlife Habitat Protection Trust
David Craven, Yorkshire Wildlife Trust

7. Leisure Contract Annual Review April 2018 - March 2019 (S/19/9) (Pages 75 - 104)

To consider and comment on the Leisure Contract Annual Review April 2018 – March 2019.

8. Planning Enforcement and Section 215 Notices (S/19/10) (Pages 105 - 110)

To consider the report of the Planning Development Officer.

9. Draft Housing Revenue Account (HRA) Business Plan and Action Plan 2020-2025 (S/19/11) (Pages 111 - 176)

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

10. Corporate Performance Report Quarter 1 - 2019/20 (April to June) (S/19/12) (Pages 177 - 198)

To consider the content of the report and make any comments on the Council's performance.

11. Financial Results and Budget Exceptions Report to 30 June 2019 (S/19/13) (Pages 199 - 226)

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

12. Treasury Management Quarterly Update Q1 - 2019-20 (S/19/14) (Pages 227 - 240)

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

Janet Waggott

Janet Waggott, Chief Executive

Dates of next meetings (5.00pm)

Thursday, 21 November 2019

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

Recording at Council Meetings

Recording is allowed at Council, Committee and Sub-Committee meetings which are open to the public, subject to:- (i) the recording being conducted with the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Officer on the above details prior to the start of the meeting. Any recording must be conducted openly and not in secret.

This page is intentionally left blank

Minutes

Scrutiny Committee

Venue:	Meeting Room 2 - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Thursday, 4 July 2019
Time:	5.00 pm
Present:	Councillors Shaw-Wright (Chair), W Nichols (Vice-Chair), M Jordan, J McCartney, N Reader and M Topping
Officers present:	Julie Slatter, Director of Corporate Services and Commissioning, Karen Iveson, Chief Finance Officer, Stuart Robinson, Head of Business Development and Improvement, Peter Williams, Head of Finance NYCC, Sarah Thompson, Environmental Health and Housing Manager, Victoria Foreman, Democratic Services Officer
Others present:	Councillors R Packham, I Chilvers and C Lunn, Becky Case, Head of Transformation and Delivery, Vale of York CCG, Chris Dexter, Managing Director of Patient Transport Services at Yorkshire Ambulance Service NHS Trust, Geoff Lomas, Lead Countryside and Woodland Advisor Land & Property, Yorkshire Water Services Ltd
Public:	0
Press:	0

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R Sweeting and P Welburn. Councillor M Jordan was in attendance as a substitute on behalf of Councillor Welburn.

Apologies for lateness were received from Councillor M Topping.

2 DISCLOSURES OF INTEREST

Councillor M Jordan declared a non-pecuniary interest in agenda item 6 –

Vale of York CCG and Yorkshire Ambulance Service, as his son was a paramedic for the Yorkshire Ambulance Service.

3 MINUTES

The Committee considered the minutes of the meeting held on 12 March 2019.

RESOLVED:

To approve the minutes of the Scrutiny Committee meeting held on 12 March 2019 for signing by the Chair.

4 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

The Chair welcomed Members to the meeting and thanked the Labour Group for nominating him as Chair the Scrutiny Committee. He also thanked Councillor W Nichols for her work as Chair of the Committee during the past few years.

The Chair emphasised the need for scrutiny at Selby to be more vigorous and vigilant and to continue to improve.

Members noted that Councillors R Packham and I Chilvers were in attendance at the meeting, and had been given permission to speak and ask questions by the Chair.

5 SCRUTINY COMMITTEE WORK PROGRAMME AND EXECUTIVE MEETING DATES 2019-20 (S/19/1)

The Democratic Services Officer introduced the report which asked the Committee to agree items for inclusion on the Work Programme 2019-20, note the meeting dates for the Executive in 2019-20 and agree Scrutiny Committee Member attendance at these meetings.

Members noted that the Committee's work programme should effectively scrutinise and contribute to supporting service improvement and delivery against the Council's Corporate Plan priorities, and progress the relationship between the Scrutiny Committee and the Executive to facilitate the development of scrutiny at Selby.

A number of issues were suggested for inclusion on the work programme for 2019-20; planning enforcement and the use of the Town and Country Planning Act 1990 Section 215 Regulations, public engagement, housing and CEFs.

Members felt that there were a number of issues on the work programme which could be removed and that amendments could continue to be made throughout the year. The Committee agreed that the current agenda was too full.

The Chair indicated that he would be setting up mid-cycle briefings for

scrutiny, and that invitations to attend the Chair's briefing would be extended to Members from the Conservative, Independent and Yorkshire Party Groups.

RESOLVED:

- i. To agree the Work Programme for 2019-20 subject to the inclusion of additional items on planning enforcement, the use of Section 215 Regulations, public engagement, housing and CEFs.**
- ii. To note the Executive meeting dates in 2019-20.**
- iii. To agree the establishment of mid-cycle briefings and that invitations to attend the Chair's briefings would be extended to Members from the Conservative, Independent and Yorkshire Party Groups.**

6 VALE OF YORK CCG AND YORKSHIRE AMBULANCE SERVICE

The Committee welcomed to the meeting Becky Case, Head of Transformation and Delivery at NHS Vale of York Clinical Commissioning Group (CCG), and Chris Dexter from Yorkshire Ambulance Service NHS Trust (YAS).

Ms Case gave details to the Committee of the recent contractual changes for patient transport services in the CCG's area. It had been felt that the previous contract was not fit for purpose and had prevented the CCG from being able to transport patients home from hospital, as well as to and from appointments, in a timely manner. Consultation had been undertaken across the CCG area, with a particular emphasis on communications with renal patients, who used the patient transport service on a regular basis.

Members noted that the feedback from the public and patients had been that they were left waiting for too long, and that transport at weekends and early mornings was not as effective as it should be.

Ms Case went on to explain that the CCG had done a lot of market engagement with a number of different providers, and at the core of this had been the need for the service not to be tied to specific sites or times; flexibility was required for the service to work efficiently and in the best interests of patients. During the subsequent procurement process, YAS had been successful as they had demonstrated flexibility with a willingness to develop the services provided. The contract with YAS had come into force on 1 July 2018 with better capacity provided and a dedicated team member from YAS working with renal patients.

The Committee acknowledged that whilst the eligibility criteria for the use of patient transport services had not changed, the assessment of

potential patients had been made easier; questions used in the assessments were more targeted and an appeal process meant that anyone not approved for transport could make representations for reconsideration. Overall the first year of operation with YAS had gone well; there had been a few complaints but in general capacity was improved and patients were happy with the service.

Mr Dexter explained that as the provider of the service, YAS was the first line of contact with patients. Members noted that the service had a call centre in Wakefield, where call handlers would take the initial phone call from a patient requesting transport, and would ask a number of questions about mobility and medical need. The process was reviewed on a quarterly basis and there was consistent engagement with patients and ongoing changes to continue to improve the service.

Members asked for examples of other providers that had bid for the contract, and it was noted that there had been expressions of interest initially from 19 different organisations, which had eventually been narrowed down to four. Ms Case was unable to give details of the other bidders for the contract, but offered to take the query away to find out if she was legally able to do so; if so, she would supply the details to Members at a later date.

Committee Members expressed concern regarding some patients having been denied transport services when it was clear that they were in need of such assistance, especially those that lived in more rural communities where public transport was not always a viable option. It was felt that there were a number of other issues outside of medical need and mobility that should be taken into consideration when judging an individual's eligibility for the service, such as dementia.

Members noted that should a person be judged as ineligible for transport services, they would be given advice and signposted to other services that could help them. Ms Case and Mr Dexter explained that they were conscious of a number of different factors when making a decision about transport eligibility, and that any specific cases that Members were aware of could be referred to them directly to be looked into.

The Chair and the Committee thanked Ms Case and Mr Dexter for attending.

7 YORKSHIRE WATER: FUTURE OF BRAYTON BARFF

The Committee welcomed to the meeting Geoff Lomas, Lead Countryside and Woodland Advisor from Yorkshire Water.

Mr Lomas gave a presentation to the Committee on his role at Brayton Barff, including ownership, access routes, site uses, visitor satisfaction, visitor profiles and woodland management and challenges (both recent and future) such as Himalayan Balsam, graffiti and anti-social behaviour.

Members asked if Yorkshire Water would consider running forest schools at the Barff. Mr Lomas explained that if the appropriate planning and risk management was undertaken by a group wishing to run such an event, a licence could be issued to do this.

The Committee noted that the woodland management such as tree felling was an essential part of the work that Mr Lomas and his team did at the Barff, as it ensured the survival of the woodland beyond the immediate future into the decades to come. Mixed species of tree such as cherry, hornbeam and lime were being planted in order to ensure diversity in the stock for the woodland's future resilience.

Members felt that better advertising was needed to publicise the need to fell trees in order to assure the public that such works were planned and necessary.

The Committee noted that any efforts to control grey squirrel numbers would be difficult to manage due to the fact that there was little public support for it outside of areas where there were competing red squirrel populations.

Members queried what could be done to tackle anti-social behaviour on the Barff, such as overnight camping, littering and campfires. Mr Lomas explained that out of hours it was difficult to monitor and prevent as there were not the staff available to be 'on the ground' at all times. In the first instance it should be reported to the Police.

Mr Lomas explained that the area he and his team managed for Yorkshire Water stretched over many miles, and that partnership working with organisations such as the Friends of Brayton Barff and Yorkshire Wildlife Trust was essential in ensuring sites continued to be managed appropriately.

The Committee noted that dog fouling on the Barff was an ongoing issue, and that further preventative work could be undertaken in partnership with the Council; the Director of Corporate Services and Commissioning confirmed that she would provide her contact details in order for further discussions to be had on the matter.

The Chair thanked Mr Lomas for attending and for the presentation he had given to the Committee.

8 SCRUTINY COMMITTEE DRAFT ANNUAL REPORT 2018-19 (S/19/2)

The Democratic Services Officer introduced the report which asked the Committee to approve the Scrutiny Committee Annual Report 2018-19 and make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.

Members noted that the Scrutiny Committee was required, under Article 6 of the Constitution, to prepare an annual report reviewing its work during

the previous municipal year.

The Committee confirmed that they were happy with the contents of the Annual Report 2018-19 as set out in the agenda.

RESOLVED:

To 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)

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 report also included 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. The report had been considered by the Executive at its meeting on 13 June 2019.

The Committee noted that performance had improved or exceeded targets in relation to the number of SMEs supported, the percentage of repairs to Council-owned properties completed within agreed timescales, the number of missed bins per 1,000 collections, the number of visits to combined leisure centres, the average days taken to process new benefit claims, the processing of planning applications, wait times at the Customer Contact Centre, housing delivery and provision of homes in the District.

However, performance in relation to the average time taken to re-let vacant Council homes, staff sickness days, Council housing rent and arrears collection and planned savings targets had not gone so well.

Members queried what action would be taken in relation to those performance figures that were not at target, and how long Officers thought it would be before they reached target.

In relation to housing voids, Officers explained that there had been a number of issues that had impacted on the Council's performance, such as staff turnover. Additional investment had been approved to support the service, and it was acknowledged by Members that some properties required a great deal of remedial work that could take months. Some KPIs were being amended in order to give a truer picture of performance, but Members were advised that housing void turnaround times may get worse before they got better. Officers also explained the impact of Universal Credit on housing rent arrears, which had caused a lag in rent collection

for the Council.

The Committee also queried the potential work of the Council with the Department for Work and Pensions (DWP), who had approached the authority 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 had access to central funding to support Access to Employment, offering the potential to deliver a supported transport solution feeding into the employment areas. Members were concerned that there were residents living in areas of deprivation within the District that should have the opportunity to access these jobs before they were offered to people from Leeds and Wakefield, and that there was the potential for a net loss of houses if they were offered to those who came to work in the District from elsewhere. Officers confirmed that they would supply more information to Members on the matter after the meeting; it was also acknowledged that lack of public transport between employment sites and residential areas was a real barrier to accessing work for a number of residents.

Lastly, it was queried by Members if the KPIs as set out in the performance report were audited; Officers confirmed that small samples of the KPIs were audited each year by Veritau. It was suggested that in general, more summarisation in the performance report would be helpful.

RESOLVED:

To note the Council's performance for Quarter 4 2018-19 (January to March) and Year End 2018-19.

10 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 MARCH 2019 (S/19/4)

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 after carry forward requests the Council's year end results for 2018/19 showed a surplus of (£59k) on the General Fund against budget. There were a number of variances (positive & negative) which made up the 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 was proposed that the surplus be transferred to the Contingency Reserve to support future spending needs.

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

The Committee acknowledged that planned savings for the year were

achieved in the Housing Revenue Account. However, General Fund savings had fallen short by £225k as some initiatives had slipped into 2019/20.

Members noted that capital programme spend had been significantly under budget as a number of projects had experienced delays and were to be carried forward into 2019/20. After assumed carry forwards, a saving of (£688k) had been achieved - (£91k) General Fund and (£597k) Housing Revenue Account. The General Fund saving related 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.

The Programme for Growth (P4G) continued with the programme set and approved by Members. In 2018/19 spending had totalled £2.005m with a further £7.859m of funding rolling into future years. The P4G projects were to be delivered over multiple years, and were therefore shown in the report as total project value rather than in year delivery.

Members queried the number of council houses that had been delivered and the delay to the adoption of a road at some Council owned industrial units. Officers explained that there had been issues around the road adoption which had caused some problems. With regards to the net delivery of council homes, there had been 13 in 2018-19 and 15 in 2017-18; it was acknowledged that this needed to improve and that upcoming work on revision of the Council's Housing Revenue Account (HRA) Business Plan would address the matter further.

Officers acknowledged that the Council's Housing Development Programme had been delayed but that different package schemes were being explored in order to get better value for money; Members were pleased to note that the money set aside for affordable housing was in the Council's reserves and could not be used for any other projects.

The Committee acknowledged that any surpluses in the HRA went back into it for the capital programme.

Officers confirmed that the disposal of council homes was through the Right to Buy Scheme, which the Council could not control because tenants that were eligible to purchase their homes could do so if they so wished.

Lastly, Members queried the amount of rent that Align Property Services, who had recently moved in to the Civic Centre offices, were paying; Officers confirmed that the rent was £12k a year.

RESOLVED:

To note the Council's financial results and budget exceptions to 31 March 2019 (Quarter 4).

11 TREASURY MANAGEMENT ANNUAL REVIEW 2018-19 (S/19/5)

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 31 March 2019 (Q4) and presented performance against the Prudential Indicators.

Members noted that on average the Council's treasury deposits totalled £63.413m over the year at an average rate of 0.81%, earning interest of £518k, which was £279k above budget. In line with the approved Medium Term Financial Strategy, general fund income above £300k should be transferred to the contingency reserve, resulting in year-end transfer of £56k.

Officers went on to explain that 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%

It was acknowledged by Members that during 2018/19 interest earned on loans to SDHT was £18k, in relation to Kirkgate and St Joseph's street Tadcaster. Long-term borrowing had totalled £59.3m at 31 March 2019, interest payments of £2.49m had been made during 2018/19, a saving of £0.37m 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 asked if it would be more prudent to reduce borrowing in the current economic climate; Officers explained that at the moment there would be penalties to repaying the loans, but it was something that was kept under review on a regular basis.

Members queried the relatively low property investment return levels which were around 4%, to which Officers responded by explaining that the Council had spread its investment more widely to reduce and manage risk and as such the return was slightly lower.

Members asked for an update on the two former Natwest bank properties in Selby and Tadcaster that the Council had been purchased; Officers confirmed that the Council was currently in negotiations to sell the Selby property.

RESOLVED:

To note the Council's treasury management update for Quarter 4.

12 REVIEW OF COMMUNITY CENTRES (S/19/6)

The Committee received the report of the Housing and Environmental Health Service Manager which asked them to confirm that they wished to continue with the review, agree the proposed scope and methodology and establish a Task and Finish Group.

Members noted that the Housing Revenue Account (HRA) funded Community Centres and their sustainability remained a key issue for Members and residents alike. Officers explained that it was important to understand their current position in the community and how tenants and residents currently use them, and how they may wish to use them in future.

The Committee were informed that reviews of Community Centres had previously taken place, 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 current 10 centres:

- 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

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

Officers explained that the review was intended to consider how Community Centres were currently being used and how better use could be made of them in the future. It was proposed that the scope of the review would:

- 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 might best achieve this.

It was proposed that the review be completed over a 6 month period and would include the following:

- Scrutiny Committee 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 Tenant 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.

Members agreed that different solutions may be appropriate for each centre, and a wide range of options should be considered.

The Committee acknowledged that there was a great deal of potential in a number of the centres which had the capacity for much more use by the wider community, and which could be marketed better; however, it was noted that there was hesitancy by the managing committees of some of the centres to allow more people to use them.

Members also noted that Selby District Council staff were based in some of the centres around the District, such as Calcaria House in Tadcaster and Harold Mills House in Sherburn in Elmet. The importance of meaningful discussions and consultation with the management committees of the centres was emphasised by Members.

Lastly, it was agreed that membership of the Task and Finish Group should be decided by the Chair and Vice-Chair of the Scrutiny Committee.

RESOLVED:

- To confirm that the review of Community Centres continue.**
- To agree the proposed scope and methodology as set out in the report.**
- To establish a Task and Finish Group, the membership of which would include 4 Councillors, the details of which were to be decided by the Chair and Vice Chair of the Scrutiny**

Committee.

13 STATUTORY GUIDANCE ON OVERVIEW AND SCRUTINY IN LOCAL AND COMBINED AUTHORITIES: INFORMATION REPORT (S/19/7)

The Committee received the report of the Democratic Services Officer which asked Members 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.

Members were advised that 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 sought 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.

Officers explained the guidance recognised that local authorities were best placed to decide how scrutiny should work within their own political structures. As such it was focussed towards highlighting best practice, with it left to individual councils to determine its implementation.

The Committee noted that Selby District Council had undertaken a review of its scrutiny arrangements in 2018; Scrutiny Committee would need to consider the guidance issued by the Government in the context of scrutiny at Selby, and if there were any specific sections of the new guidance it would like to highlight.

Members agreed that any comments on the guidance would be given at the next meeting of the Committee.

RESOLVED:

To note the contents of the new guidance for further comment at the next meeting of the Committee.

The meeting closed at 6.55 pm.

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.
26 September 2019	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. No update at present, this item has been removed from the September agenda.
	Barlow Common and Hambleton Hough Annual Reports 2018-19 – Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust	To consider the annual reports by the Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust for Barlow Common (YWT) and Hambleton Hough (WHPT). In attendance: David Craven (YWT), Andrew Gibson (YWT) and Martin Blakey (WHPT).
	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 (6 Monthly)	To receive an update on the Olympia Park Development. No update at present, this item has been removed from the September agenda.
	Housing Development Programme (6 Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. No update at present, this item has been removed from the September agenda.
	Housing Revenue Account Business Plan	To consider and comment on the proposed Housing Revenue Account Business Plan.
	Council use of Section 215 of the Town and Country Planning Act 1990 Regulations and Planning Enforcement Monitoring and Performance	To examine the level of use of Section 215 of the Town and Country Planning Act 1990 Regulations and Planning Enforcement in general within the District.
21 November 2019	Police Co-Location and Update on the Contact Centre Move	To consider the impact of the Police co-location after six months of operation and issues experienced, and an update on the future contact centre move.
	CEFs – Evaluating Effectiveness	To consider the CEFs and evaluate their effectiveness and what they're delivering. CEF Chairs, Development Officers and NYCC have been invited to attend.
	Tour de Yorkshire 2019 – Evaluation	To evaluate the impacts and successes of the 2019 Tour de Yorkshire on the District.
	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. <i>If there is no update to give, this item can be removed from the agenda.</i>
23 January 2020 – will need to move to Friday 24 January if MP Nigel Adams attends	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. <i>Mr Adams' assistant has provisionally agreed his availability, which will be confirmed nearer the time, Ministerial commitments depending.</i>
	Local Enterprise Partnership, Northern Powerhouse and HS2	To consider the work of the Local Enterprise Partnership and its links to HS2 and the Northern Powerhouse.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <i>If there is no update to give, this item can be removed from the agenda.</i>
	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.

Special Meeting: 4 February 2019 (confirmed)	Blue Light Services	<p>A special themed meeting on blue light services – Police, Fire, and Ambulance, around how the Council can work better with these services.</p> <p>Confirmed as attending:</p> <ul style="list-style-type: none"> • Andrew Blades, Group Manager York and Selby District, NY Fire and Rescue Service • Supt. Lindsey Robson (Butterfield), York and Selby Commander, NY Police Service • Rachel Pippin, Interim Sector Commander, Yorkshire Ambulance Service
20 February 2020 – Provisional Date (TBC)	Education in Selby District	<p>A special themed meeting around education in Selby District and what the Council can do to work better with local schools and colleges that young people from Selby District attend. Attendees to be invited from Selby College, Pontefract College, York College, Ebor Academy Trust, Hope Learning Trust York, NYCC Education Services</p>
19 March 2020	Corporate Performance Report – Q3	<p>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.</p>
	Housing Development Programme (6 Monthly)	<p>To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. <i>If there is no update to give, this item has been removed from the September agenda.</i></p>
	Financial Results and Budget Exceptions – Q3	<p>To consider the financial results and budget exceptions report for Q3. This report now also includes the Programme for Growth quarterly update.</p>
	Treasury Management - Monitoring Report – Q3	<p>To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.</p>

	Olympia Park Development (6 Monthly)	To receive an update on the Olympia Park Development. <i>If there is no update to give, this item can be removed from the agenda.</i>
	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 – ***N.B. Policy Review Committee have considered and will look at again the Empty Homes Strategy.***
- Housing Issues/Review of Housing – ***N.B. Policy Review Committee are looking closely at Housing, Affordable Housing and Housing Need policies and issues in 2019-20.***
- Public Engagement
- 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) - ***N.B. Policy Review Committee have also asked to receive an update in 2019-20.***
- Recycling Task and Finish Group Findings – ***N.B. Task and Finish Group currently meeting.***
- Loneliness – future theme for the Committee to consider, older and younger people.
- Safety Advisory Group – suggested as a future topic at mid-cycle briefing; what they do, who is involved, how they offer advice to groups and what advice they offer.

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

- Review of Safer Selby Hub and Anti-Social Behaviour
- Exploring the case for the provision of a temporary travellers site in the District – ***suggested in 2018-19***
- Roadworks Scheduling – NYCC, SDC, Water, Telecommunications, Gas, Electricity suppliers working together better to schedule works more efficiently
- Council Funded Community Centres – ***N.B. working group set up, initial meeting date established***



Report Reference Number: S/19/8

To: Scrutiny Committee
Date: 26 September 2019
Author: Laura Cobb, Partnerships Project Officer
Lead Officer: Suzanne Sweeting, Partnerships Manager

Title: Yorkshire Wildlife Trust: Barlow Common Activity Review April 2018 to April 2019 and the Wildlife Habitat Protection Trust: Hambleton Hough Annual Report 2018-19

Summary:

The Scrutiny Committee is asked to consider the annual reports of the Yorkshire Wildlife Trust (YWT) and Wildlife Habitat Protection Trust (WHPT) about the activity taking place at Barlow Common (managed by YWT) and Hambleton Hough (managed by WHPT) between April 2018 and April 2019.

Recommendation:

The Scrutiny Committee is asked to consider the content of the reports and make any comments.

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in scrutinising the performance of partner organisations and other agencies delivering services within the Selby District.

1. Introduction and background

- 1.1** Barlow Common has been leased out to the YWT since 1 March 2013 on a 99 year, peppercorn agreement. They report annually into the Council on their activity.
- 1.2** Hambleton Hough has been leased out to the WHPT since 17 September 2012. This agreement is a 99 year; peppercorn agreement lease and the WHPT provide the Council with an annual activity report.
- 1.3** The annual reports are attached at Appendices A and C.

2. The Report

- 2.1 Barlow Common:** The main responsibilities as outlined in the lease are to maintain the area in good repair and carry out any required works within a reasonable and proper timescale.

Selby District Council, in accordance with the lease arrangements annually contributes £6,000 per annum to the YWT. This is on a sliding scale of payments and is for the first ten years only. The financial contribution will cease in 2023. It will remain at £6,000 until this time.

Leasing arrangements specify that the leaseholder must provide a detailed, site specific, ten year rolling management plan which clearly states the aims and objectives for the site. There is a requirement to prepare an annual report which will clearly state the progress made towards achieving the aims, objectives and outcome of the management plan. The main areas of focus for the YWT over the first ten years are:

1. Improve diversity in structure and composition of woodlands and scrub
2. To maintain, and where possible, improve the species diversity of the grassland
3. Maintain a diverse range of wetlands
4. Engage with visitors to inform them about the reserve, inspire them about the natural environment and pass on YWT and SDC key messages
5. Ensure all legal obligations are met.

YWT are also required to use both of the above documents to assist in the completion of grant and other funding applications to enhance the site and deliver the management plans aims, objectives and outcomes.

- 2.2 Hambleton Hough:** As per the terms of the lease, the WHPT must provide a detailed 10 year rolling management plan incorporating tangible, qualitative and quantitative measures that evidence progress towards achieving the outcomes. The main areas of focus for the WHPT are:

1. Ecological management of the site; Protect and improve the biodiversity and habitat value of the woodland
2. Education
3. Regular safety works
4. Pollution – Ensure that the woodland is kept tidy and free from litter at all times
5. Maintenance and upgrading of the paths within the Hough to ensure that routes are kept free for visitors
6. A re-planting scheme.

An annual report is also an expectation of the lease.

The WHPT are also to use the management plan and annual report to assist in the completion of grant and other funding applications to enhance the site and deliver the management plans aims, objectives and outcomes.

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

None.

4.3 Policy and Risk Implications

None.

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

None.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

N/A

5. Conclusion

5.1 The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for scrutinising the performance of the Council and that of its partner organisations and other agencies delivering services within the Selby District.

The Committee's comments and observations on the reports and documents attached at Appendices A - D.

6. Background Documents

None.

7. Appendices

Appendix A – Yorkshire Wildlife Trust: Barlow Common Activity Review – April 2018 to April 2019

Appendix B – Yorkshire Wildlife Trust Annual Plan 2013-2023

Appendix C – Wildlife Habitat Protection Trust: Hambleton Hough Annual Report 2018-19

Appendix D – Forestry Commission Woodland Management Plan – Hambleton Hough

Contact Officer:

Laura Cobb
Partnerships Project Officer
Selby District Council
lcobb@selby.gov.uk
01757 292014

Suzanne Sweeting
Partnerships Manager, Community, Partnerships and Customers
Selby District Council
ssweeting@selby.gov.uk
01757 202215



Yorkshire Wildlife Trust

Barlow Common Activity Review April 2018 – April 2019



Prepared by Andrew Gibson, Living Landscapes Officer, Yorkshire Wildlife Trust
August 2019

1. Executive Summary

Barlow Common offers a pleasant space for local green exercise. Overall we are very pleased with the usage of the site and the opportunities people have to experience the natural environment.

The site continues to be used by several groups, and has an estimated 10,000 visits per annum. It is likely this level of engagement could be uplifted with investment in an engagement programme.

The fencing of the meadows is beginning to fail, and investment is needed to renew this. The floral meadows are in excellent condition and it would be a shame to lose this.

YWT continue to undertake basic maintenance of the car park and track.

6 years into the lease, it would seem sensible for both parties to meet to review our shared objectives for the site, and consider future management planning. There are several additional opportunities for activity and engagement, if we wish to pursue it.

2. Reserve management

Maintenance and management of the site continues through the volunteer group, led by YWT staff.

The three fenced meadows were cut and raked by hand again this year following a spectacular display of flora. Fences around these meadows are starting to fail and required over 70 posts this year. Renewing and upgrading these fences is required if funds become available.

The annual tree safety inspection was undertaken and a number felled following this.

Two additional benches have been added, these being constructed and installed by volunteers.

Maintenance of the car park and public footpath to the site has been undertaken by YWT with volunteer work groups. If this was not done, access for all would soon become very difficult and complaints would be received. Currently these areas are not covered by the SBC/YWT agreement. A request for a service level agreement covering this has been submitted but no conclusion has yet been received.

Barlow Common has been included in funding bids related to work at local power stations.

3. Public engagement

The site continues to function as a very accessible, level access, green space for people wishing to experience nature. However, the site has far greater potential for access and engagement events including Wild Wellbeing Days and mindfulness sessions – however additional resource would be needed to enable this.

From sample counts and user group information, we estimate that the level of usage of the site remains constant at around 10,000 visits per annum.

Groups known to use the site are:

- Forest tots on a weekly basis – this group provide outdoor education, not just for children but also introduce parents, carers and grandparents to enjoyment of the outdoors.
- Anglers – pond and parking leased annually and very well administered.
- Scouts – seasonal activity but visited weekly by management group and facility well used.
- Yorkshire Wildlife Trust – fortnightly volunteer group.
- Yorkshire Wildlife Trust – weekly butterfly surveys April to September.

- Selby Carers also use the site monthly.

Yorkshire Wildlife Trust recruiters have undertaken recruitment on the site but success was limited and this is currently being reviewed.

No specific engagement events have been undertaken this year due to lack of resources.

4. Health and safety and management issues

Wildlife monitoring undertaken the site appears to be functioning well for both people and wildlife.

To our knowledge, no complaints have been received by SBC regarding how the site has developed. Comments for this reporting period on TripAdvisor (3.6 for the reporting period, though this is brought down by complaints about the operation of the fishing lake) note that the wildlife habitats have improved, though some comments suggest facilities could be improved, for example the addition of a café.

The site has had very little antisocial behaviour incidents and no repeat incidents. The toilets have been made available daily 9am to 3.30pm and maintained in good order, which is very much appreciated by visitors. This is kindly done by the anglers for the benefit of all.

Dog walkers are a significant percentage of the site visitors and 95% adhere to dogs on leads, which is a real bonus. Pick up and disposal of dog waste is good but dog bin emptying has had to be requested on a number of occasions either due to missed collection or volume of usage.

This page is intentionally left blank



Barlow Common
Management Plan
2013-2023

1: VISION STATEMENT & EXECUTIVE SUMMARY

The majority of Barlow Common Nature Reserve is a reclaimed ballast tip, formerly owned by British Rail, rising around 15m above the surrounding land. The low lying parts of the reserve along its northern and western boundaries are remnants of the original common and form a mosaic of wetland and woodland.

Habitat management in this plan focuses on three key habitats: Woodlands will be managed to improve their diversity, both in structure and composition. Grassland will be managed to aim to improve its botanical diversity, with a long term aim to introduce conservation grazing across the area. Wetlands will be managed for their biodiversity, with invasive species being controlled within the ponds, and a management regime being put in place on the reedbeds.

Visitor engagement also forms a key part of this plan, with lots of opportunities to improve the information visitors receive on site, and the ways in which they are involved with the reserve and with YWT.

2: POLICY STATEMENTS

The reserve will be managed according to the Trust policies. Current relevant Trust policies can be found within the document 'Policies of the Yorkshire Wildlife Trust'. The following wildlife policies are the most relevant to this reserve:

- Visitor and facilities strategy
- Control of Species
- Collection of Specimens on Reserves
- Feeding of Wild Animals on Nature Reserves
- Introduction of Alien Flora
- Plant and Animal Rarities
- Species Introductions to Yorkshire Wildlife Trust Reserves
- Volunteer Policy

- Health and Safety Policy
- Acquisition of Nature Reserves and Management Agreement Sites

Control of species, health and safety and volunteer policies can be accessed in file 5 'Policies and Procedures' in the Y-drive on the Yorkshire Wildlife Trust computer system.

3: DESCRIPTION

3.1: General information

3.1.1: Location & site boundaries

County	North Yorkshire
District	Selby
Parish	Barlow
Local planning authority	Selby District Council
Watsonian vice county	VC64 Mid-west Yorkshire
Grid reference	SE 630 288 (reserve centre)

Barlow Common is located in North Yorkshire, in Selby district, Watsonian vice county VC64. It is approximately 2.5 miles south east of Selby itself, close to the village of Barlow. The reserve area is 32.4ha. See map at Appendix 1 for location and site extent.

3.1.2: Tenure

This is not a legal document, but does form part of the lease agreement with EA. Please refer to the original tenure documents (copies held on the Yorkshire Wildlife Trust electronic files) before taking any decision or any action which may have legal implications.

Owners: Selby District Council

Type of Holding: Leasehold

Leaseholder: Yorkshire Wildlife Trust

Area: 32.4ha

Lease date: 1st March 2013

Payment: One peppercorn per annum (if demanded).

Access: Rights of access along railway line and to use car park within area edged in blue on plan

Appendix 2 shows map of leasehold area in red, and area over which there are access rights in blue. Part of the area sub-let to Scouts - see lease and map at Appendix 3

3.1.3: Management/organisational infrastructure

Day to day management of the site is currently the responsibility of the Vale of York wetlands officer, overseen by the Vale of York regional manager. The regional field officer will also have some responsibility for assisting in leading work days, and carrying out tree safety surveys and any resulting works.

3.1.4: Site infrastructure

The reserve has two car parks – one for visitors with disabilities located at the north west corner of the mere, accessed from Barlow Common road. Provision for approx 6 vehicles. A second car park for general use is located at the south-eastern corner of the reserve, with access off Barlow Road. This has provision for approx 50 vehicles. This second car park is not within the leasehold area, but YWT have full rights for them-selves and their visitors to use.

A surfaced track runs between the two car parks for vehicle access. This access is gated at both ends and only accessible by key holders (currently YWT, Selby District Scouts Association and the fishery manager of the mere).

Buildings on site comprise of the visitor/information centre. Located close to the mere and disabled car park. This is made up of an exhibition/activity/classroom, male and female/disabled toilets, a small office, a utility room/kitchen and a tool store. There is also a small store in the main car park.

Within the area sub-let to the Scout Association there are several portable buildings, units and containers managed, maintained and insured by the Scout Association.

There is approx 1.2 miles of surfaced paths, several seats, picnic benches, steps and a stretch of boardwalk for use by visitors.

Infrastructure around the mere consists of 18 fishing pegs, one suitable for three anglers with disabilities.

A perimeter fence exists around the site and several small enclosures have also been fenced within the body of the reserve.

3.1.5: Map coverage

1:50 000 OS Landranger 105 York & Selby

Digital maps and an aerial photo of the area are held on the YWT computer server drives.

3.1.7: Zones or compartments

The reserve can be split broadly into three habitat types – woodland and scrub, grassland and open areas and wetland.

The reserve is not easily split into compartments as these habitats are scattered across the site at various locations. It does perhaps make sense to zone off the mere and consider this as a separate management parcel – as it will be managed by a licensee. The Scout Association area can also be considered as a separate compartment. This is managed by the Scouts, but should fit with YWT’s wider aims for the reserve and nature conservation therein. There are some small fenced off enclosures across the reserve, which were installed by the Selby Ranger Service when they managed the site. These are numbered and mapped as will be referred to later in the plan. See appendix 4

3.2: Environmental information

3.2.1: Physical

3.2.1.3 Geology

The Vale of York was extensively glaciated during the last Ice Age and Triassic Bunter Sandstone is overlain by approximately 15 metres of drift comprising sands, gravels, silts and clays.

3.2.1.4 Geomorphology

<http://www.naturalareas.naturalengland.org.uk/Science/natural/profiles/naProfile16.pdf>

The ballast tip forms an artificial plateau rising 15metres above the mostly flat farmland which surrounds it.

3.2.1.5 Soils

<http://www.landis.org.uk/soilscapes/>

Soils are derived from the drift rather than the bedrock. The resultant soils in the Barlow Common area are sands, mostly with a high ground water table, underlain by clay at 1-2 metres. This is seen in the soils of the original common on the northern and western boundaries. The tip overlies these soils. The tip was capped with earth to seal in hazardous blue asbestos, and this soil was excavated from a neighbouring field of similar soil type. It was applied and spread at random, so there is variety in the top soil on capped area of the reserve from solid clay to pure sand. Some of the more clay-ey soils were consequently covered with sandy soils at a later date.

3.2.2: Biological

3.2.2.1: Habitats/communities

Woodland and scrub:

Occurs in patches and shelter belts across the reserve. Much of this was planted as shelter belts and copses after the reclamation of the tip in the early 1980's. Some semi-natural woodland is also present on the lower margins of the site, on the remnant of the original common. The woodland areas can be split as follows:

Semi-natural woodland: Located outside of the capped tip on northern fringe. Mostly silver birch (*Betula pendula*) with English oak (*Quercus robur*) and some goat willow (*Salix caprea*) and rowan (*Sorbus aucuparia*). Ground flora reflects the acidic sandy conditions with wavy hair grass (*Deschampsia flexuosa*) and tomentil (*Potentilla erecta*) present.

Shelter belts: Originally planted in 1984 to help prevent wind erosion on the reclaimed tip surface. These are bands of woodland predominantly around the edges of the capped area. Predominantly made up of grey alder (*Alnus incana*), white willow (*Salix alba*) and goat willow (*Salix caprea*) with occasional common alder (*Alnus glutinosa*). Hawthorn (*Cretaceous monogyna*) and elderberry

(*Sambucus nigra*) were included in the original planting scheme, though reportedly few of these survived.

Coppice/block planting: Carried out between 1988 and 2002 to supplement the shelter belts, and are mostly contiguous with the belts. Species present are silver birch, English oak, common alder, wild cherry (*Prunus avium*), rowan (*Sorbus aucuparia*), hawthorn and hazel (*Coryllus avellana*).

Boundary screening: Black Italian poplar (*Populus X euramericana*) were planted around much of the boundary, put in by British rail to screen the ballast tip. These are some of the largest, most mature trees on the reserve.

Scrub: Patches of gorse (*Ulex* sp) and broom (*Cytisus scoparius*) scrub have developed within some of the enclosures that have been erected on the reserve. There are also patches of bramble (*Rubus fruticosus* agg) and scattered hawthorns, with some planted within two of the enclosures recently.

Grassland:

Grassland covers much of the reclaimed tip surface. It appears to be dry and acidic in character and probably reflects the sandy soils capping the tip, on which it grows. Teasel (*Dipsacus fullonum*) appears to be dominant in places. Much of the sward is grazed very hard by rabbits. Some enclosures have been created, keeping rabbits out, where the grassland is able to grow longer. One of these enclosures appears to have been sown with a wildflower seed mix. Others are rough grassland with scattered planted hawthorn. There are some areas within the grassland that were never capped and ballast is still exposed. Rabbit digging has added to this.

Wetland:

Semi-natural wetlands: Outside of the capped tip there are several areas of semi natural wetland. To the western edge of the reserve there are several shallow pools, surrounded by what looks to be a thriving reedbed. The most southern of these is the deepest and is know as 'Reedmace pond', for obvious reasons.

In the north east part of the reserve are two pools under or next to the woodland. The most easterly of these (known as 'the marshes') is dominated by reedmace (*Typha*) in its southern half. Common reed (*Phragmites australis*) and *Typha* also cover much of the western pond (or 'Crowfoot pond') too.

The Mere: Open water covering approximately 1.5ha. Originally an arable field, this pool was created as a borrow pit when soil was dug from here to cap the ballast tip. The pond was created with deep areas to benefit fish stocks, and shallow areas for wildlife. The Mere is managed as a fishery.

3.2.2.2: Flora

An impressive list of over 200 species of wildflowers has been recorded at Barlow Common, and this is excluding grasses, sedges, rushes, tree and shrub species.

There are many species typical of open and wasteland such as teasel, soapwort, weld and great mullein. Some finer plants of interest such as zigzag clover, hare's-foot clover, salad and great burnet, kidney vetch and burnet saxifrage have all been recorded.

3.2.2.3: Fauna

There is a good list of bird species using the reserve. Great spotted (*Dendrocopus major*), green woodpecker (*Picus viridus*) and cuckoo (*Cuculus canorus*) regularly breed. Farmland birds including grey partridge (*Perdix perdix*), skylark (*Alauda arvensis*), tree sparrow (*Passer montanus*), yellow hammer (*Emberiza citronella*), corn bunting (*Miliaria calandra*) and linnet (*Carduelis cannabina*) have all bred. Reed bunting (*Emberiza schoeniclus*), reed warbler (*Acrocephalus scirpaceus*), sedge warbler (*Acrocephalus schoenobaenus*) and willow warbler (*Phylloscopus trochilus*) are associated with the carr and wetland. Teal (*Anas crecca*), shoveler (*Anas clypeata*) and wigeon (*Anas penelope*) use the wetlands, but few ducks breed. A full list of bird records is held on the YWT Y drive in the files for the site.

Great crested newt (*Triturus cristatus*) have been recorded in the pond known as 'Crowfoot pond', as has water vole (*Arvicola terrestris*). Field signs of otter have recently (Mar 2013) been recorded around the Mere.

The wetlands also provide good habitat for damsel and dragonflies. Twenty species of butterfly have been recorded on the reserve, the most notable of these being purple hairstreak (*Quercusia quercus*).

3.2.3: Cultural

3.2.3.1: Archaeology

There are no archaeological records on site.

3.2.3.2: Past land use

Barlow Common nature reserve is mostly a reclaimed former ballast tip, formerly owned by British Rail. Reclamation of the tip took place in the early 1980's. As described earlier in the plan the ballast tip was capped with local soils of clay and sand to help contain the blue asbestos found there. The mere was created when this soil was excavated. The lower lying northern and western fringes of the reserve are outside of the ballast tip, and are remnants of the original common land.

Selby District Council acquired the site in 1986 when it saw its potential as a nature reserve and area for recreational activity. The site was officially opened in 1990. Since then it has been managed as a nature reserve for wildlife and for local residents to enjoy.

3.2.3.3: Present land use

The site is managed as a YWT nature reserve.

3.2.3.4: Past management for nature conservation

Woodland:

As detailed in section 3.2.2.1 parts of the reserve have been planted up with shelter belts and blocks of woodland.

Selby District Council's Management Plan for the site covering the period 1992 – 2007 list aims for the management of the woodlands including:

- Thinning the birch in the semi-natural birch/oak woodland and encouraging oak regeneration.
- Thinning of shelter belts and planted woodland blocks. Favouring native species over *Alnus incana*. Further thinning plus replanting appears to have taken place within some of these blocks more recently.
- Inspecting and keeping safe the trees, especially the mature boundary poplars.

Wetland:

Aims for the wetland in the same plan were as follows:

- Controlling emergent vegetation where it becomes invasive – including *Phragmites* and *Typha*.
- Removing Himalayan balsam where it occurs on the west of the site
- Maintaining *Typha* in the shallow southern half of Crowfoot pond.
- Measuring water depths
- Creating an un-fished zone around the northern and eastern boundaries of the mere and establishing a zone of marginal vegetation. These edges still remain free of fishing pegs, but look to have limited value for wildlife at time of writing.
- Excavate an area of 700 square metres to a depth of 60cm within the reedbed annually. Though this doesn't look like it has taken place recently.

Grassland:

Aims from 1992 – 2007 plan:

- Cut sward annually in second half of September to 10cm. Dense cuttings to be raked and removed.
- Existing isolated shrubs will remain

Since this plan it appears several enclosures within the grassland have been set up. One has been planted with a wildflower seed mix and has reportedly been cut in parts each year. Other enclosures have established areas of scrub mostly consisting of broom, gorse and bramble, which look to have been unmanaged. Two enclosures near the visitor centre contain grassland with planted scattered shrub species. The management of these are unclear, but presumably the enclosures were set up to release the pressure from grazing rabbits and improve diversity in habitat type, structure and in species present.

3.2.3.5: Past status of the site

None

3.2.3.6: Present legal status of the site

Local Nature Reserve/Site of Interest for Nature Conservation

3.3: Current public use & interest

3.3.1: Public interest/relationship with local communities

It is estimated that Barlow Common receives approx 15,000 visits a year. Regular users seem to come from the very local villages, but also from Selby itself and the wider Selby area. I expect that little is known of the site much further afield. Though naturalist groups such as East Yorkshire RSPB group have visited the site regularly over the last 10 years or so.

The reserve is used a lot for dog walking and there are dog bins at both car parks that are emptied by Selby District Council.

Angling is a key interest here with the Mere being well used by local fishermen. Selby District Council ran the angling there on a non commercial basis, letting tickets at cheap rates and using their on site staff and volunteer bailiffs to help warden the angling. Following a tender process YWT have licensed the fishing to a local resident and fisherman Peter Taun. He will be running the fishery on a non-commercial

basis, and his initial license is dated for a period of three years from 18th May 2013. Details of the license and his management proposal are held on YWT's electronic files.

Selby District Scout Association sub-lease a part of the site – the lease currently needs renewing with YWT (April 2013). Their interest is principally in their leased parcel, but scout groups have helped with some site management in the past and we hope to work in partnership with them in future.

3.3.2: Access & tourism

Access is good around the reserve with surfaced paths providing an easy circular walk round. Other none surfaced tracks exist, and some of a previous way marked nature walk remain. The main car park and disabled car park allow access for all. Though the track leading up onto site from the disabled car park is rather steep for self propelling.

3.3.3: Current interpretation provisions

Interpretation panels installed by Selby District Council can be found by the visitor centre and when leaving the main car park. Some leaflets, again produced by Selby District Council can still be found in the visitor centre. YWT have installed some limited welcome signage and branding at entrances to the reserve and around the visitor centre.

3.3.4: Current educational use

The site was well used by school and community groups in the past, and has the potential to be so again in the future. With the classroom space in the visitor centre, and easy access on to site there are opportunities for this to occur.

3.3.5: Current research use & facilities

None known.

3.4: Landscape

Barlow Common lies within a large area dominated by intensively managed arable farmland, typical of much of the Vale of York. Only about 3.5% of the land in Selby District supports semi-natural vegetation. Barlow rises around 15m above the surrounding flat landscape, being an obvious landmark, though well landscaped by trees.

4: FEATURES OF INTEREST

4.1: Identification/confirmation of nature conservation features

4.1.1: List of recognised conservation features

(Taken from the SINC citation for Barlow Common)

Woodland & scrub

Neutral to acidic grassland

4.1.2: Provisional list of additional conservation features

Wetlands

4.1.3: Evaluation of additional features

Wetlands:

There are several wetlands at Barlow Common including small ponds, larger pools and lakes, a reedbed and the mere. These are found off the capped area of the reserve, mostly on the remnant common.

The wetlands support a semi-natural vegetation, breeding bird species, great crested newt, water vole and otter. Without management these wetlands would ultimately go through the process of natural succession and lose condition. For this reason they should be considered within the management plan.

4.1.4: Confirmed list of the conservation features

Woodland and scrub

Grassland – neutral to acidic in character

Wetlands

5: SERVICES, FACILITIES, OBLIGATIONS ETC.

5.1: Identification/confirmation of other focus points of plan

5.1.1: Provisional list of other focus points of plan

Access, interpretation and education.

Legal obligations

5.1.2: Evaluation of other focus points of plan

Access, interpretation and education:

Barlow Common is well accessed by locals, and has been used by local school groups and for environmental education in the past. The site has facilities for visitors and groups. These facilities need to be managed and there is much scope and desire to improve the information available to visitors and the experience they have at the reserve, so for this reason needs to be included in the management plan.

Legal obligations:

Yorkshire Wildlife Trust must comply with all relevant legal obligations; some of the most relevant are listed below:

1. Wildlife and Countryside Act (1981) (as amended 1986; CROW Act 2000)

Under this act generally it is an offence to kill, injure or take any wild bird, take, destroy or damage any nest, or take or destroy an egg of any wild bird. However there are specific schedules that details exceptions to this general rule. Schedule 1 lists birds that are protected by specific penalties and birds that can not be shot during the closed season. Schedule 2 list birds that can be shot during the open season and birds that can be shot by authorised persons at all times. Management operations, including monitoring, must take these into account.

2. Occupier's Liability Acts (1957; 1984)

The 1957 Occupiers Liability Act applies to both invitees and licensees (including visitors), laying down a common duty of care:

"The common duty of care is a duty to take such care as in all the circumstances of the case is reasonable to see that the visitor shall be reasonably safe in using the premises for the purposes for which he is invited or permitted by the Occupier to be there." (Section 2(2))

The Occupiers Liability Act 1984 applies to non-visitors (i.e., trespassers). A duty is owed to the entrant if:

- a) the Occupier knows of a danger on his land, or has reasonable grounds to believe that it exists;
- b) the Occupier knows, or has reasonable to believe the entrant is in, or may come into, the vicinity of danger;
- c) the risk is one against which, in all circumstances of the case, he may reasonably be expected to offer the entrant some protection.

Where these three conditions apply, the duty owed is *"to take such care as is reasonable in all circumstances of the case to see that the entrant does not suffer injury on the premises by reason of the danger concerned."*

3. The Weeds Act (1959)

This act empowers the Minister for Agriculture, Fisheries and Food to serve upon the occupier of the land a notice in writing, requiring him, within a specified time, to take such action as may be necessary to prevent the spreading of injurious weeds on agricultural land. The Act applies to the following:

Spear Thistle (*Cirsium vulgare*)

Creeping Thistle (*Cirsium arvense*)

Curled Dock (*Rumex crispus*)

Broad-leaved Dock (*Rumex obtusifolius*)

Ragwort (*Senecio jacobaea*)

4. The Town and Countryside Planning Act (1990)

This empowers the Local Planning Authority to require '*the proper maintenance of land*' (Section 215).

5. Health and Safety at Work Act (1974)

Under the Health and Safety at Work Act, employers have a duty to ensure so far as is reasonably practicable, the health, welfare and safety at work for all employees. The Trust has a duty to manage the reserves in a manner to ensure that non-employees are not exposed to any risk to their health and safety.

6. Charities Act (1992)

The Trustees have an obligation to prevent a diminution of the value of the charity's assets. For example, this means that agricultural tenancies or public rights of way should not be created by negligence.

5.1.3: Confirmed list of other focus points of plan

Access, interpretation and education

Legal obligations

Feature 1 – Woodland and scrub

Objective 1 – Improve diversity in structure and composition of woodlands and scrub

Management Prescriptions

- a. **Fully assess structure and composition of woodlands on site:** Record and map areas that have been recently managed (some areas appear to have been cleared and re-planted) and ascertain species planted into these areas. Record areas that would benefit from thinning – even aged or closely spaced woodlands. Record areas that would benefit from increase in species diversity. For example many of the planted belts and blocks consisted of only two or three species.
- b. **Implement programme of thinning and replanting in planted woodlands:** Plan out a rotational programme over the next ten years to thin and re-plant areas of the planted woodlands. Where non-native *Alnus incana* occurs this should be selectively removed rather than any native species.
- c. **Implement programme of thinning and replanting in semi-natural woodland:** Thin out the semi-natural birch woodland located off the mound, on the old common. Clear around any oak saplings to encourage natural generation of oak. If required oak saplings could be planted into cleared areas. This woodland lacks an understory and species such as hawthorn could be planted in to improve its structural diversity.
- d. **Manage mature Poplars:** Fell and take any side branches necessary from the mature boundary poplars to maintain access to the northern ditch or for health and safety reasons. Retain these trees as much as possible as they are the most mature on site. In time pollarding may be though suitable to extend the life of these trees.

- e. **Areas of scrub to be retained:** Where gorse and broom have become established naturally these areas should be retained. Some have become rather overgrown with bramble and these may benefit from a little bramble control. Bramble should be cut back where it is invading diverse grassland or swamping gorse and broom, but otherwise provides some good cover and habitat on the reserve. Scattered planted hawthorns planted within the grassland enclosures on site should be retained as breeding and feeding habitat for birds.

In all woodland work:

- Felling works should be carried out between 1st October and 28th February.
- Timber should be left on site to help increase the amount of dead wood. Ideally where it falls, but if this looks particularly unsightly it could be stacked.
- Brash should be burnt in non-sensitive areas, or on any existing fire sites. Fire sites should be kept to a minimum.

Feature 2 - Grassland

Objective 2 – To maintain and where possible improve the species diversity of the grassland

Management Prescriptions

Short term:

- a. **Manage open areas of grassland:** Cut a third of the grassland each year and rake up arisings. Grass piles should be left in species poor areas. The grassland looks like it is fairly heavily grazed by rabbits, and may not require cutting. YWT will need to assess the impact of rabbit grazing on this grassland over the first year of the management plan. Rabbit control may be required if the rabbits are having a detrimental effect on the biodiversity of the grassland.
- b. **Manage enclosed areas of grassland:** Enter these areas into a rotational cutting regime. They are fenced off from rabbits, so will not be kept short by their grazing. A third of the area of each enclosure should be cut each year and more if resources allow. Cutting should be raked and removed.

All grassland management:

- Cutting should take place after grassland has set seed – late summer/autumn.

- c. **Control weeds:** Control ragwort and balsam by hand pulling. Control Japanese knotweed by pesticide application. There are other ruderal species that are dominant in places on site such as teasel. YWT will need to assess the value of these plants and a control regime may be implemented if it is thought the grassland would benefit from this.

- d. **Control scrub regeneration:** Cut back and treat stumps where tree and scrub saplings are invading grassland areas. Cuttings can be stacked, or if there are a lot, burnt on fire sites.

Longer term: YWT have longer term aspirations to manage the grassland on the reserve in a more efficient manner. We will look to secure funding to help us implement grazing across the whole site. This would require the installation of stock fencing, water supply and stock handling facilities. It would allow for a less labour intensive grassland management – it is envisaged grazing would largely replace cutting. The existing enclosures would be taken out and the grassland grazed as one extensive parcel. Grazing on dry acidic type grasslands usually takes place across the summer months at a low grazing pressure. YWT would look to use rare breed and native stock that are suited to the rough grassland found at Barlow Common.

Feature 3 – Wetlands

Objective 3 – Maintain a diverse range of wetlands

- a. **Manage ponds by maintaining a range of open water, emergent and submerged vegetation:** Maintain ponds at a maximum of 40% emergent vegetation to 60% open water.

- b. **Control non-native invasive species:** Remove Himalyan balsam (*Imaptiens glandulifera*) from wetlands by annual pulling.

- c. **Manage reedbed by introducing a rotational cutting regime:** Survey reedbed to establish management requirements. It would likely benefit from a winter cutting regime to encourage reed and remove thatch. The reedbed should be cut on a rotation of between 3-5 years.

Cuttings should be removed from the reedbed, and could be burnt if a suitable fire site can be found nearby. After survey a rotation period will be established and a mapped plan will be produced.

- d. **Manage Mere with wildlife in mind:** Work with the licensee of the fishing rights to manage the Mere with wildlife in mind where possible. Maintain the northern and eastern margins as no fishing zones. Look at other options to improve value to biodiversity within the mere and it's margins.
- e. **Monitor water quantity and water quality across the wetlands.**

Feature 4 - Access, interpretation and education

Objective 4 – Engage with visitors to inform them about the reserve, inspire them about the natural environment and pass on YWT and SDC key messages

- a. **Maintain access routes and infrastructure:** Maintain surfaced paths, roads, steps, gates and benches. Carry out any repairs where necessary. Ensure access gate to car park for visitors with disabilities is opened daily during office hours. This forms part of the license for the fishery management so is carried out through that.
- b. **Manage visitor facilities:** Ensure visitor toilets are opened daily during office hours. This is also forms part of the fishery management license. Maintain visitor centre and use as base for events and for YWT staff when on site.
- c. **Install signage to brand site as YWT reserve (with SDC partnership):** Produce and install welcome signs, basic info boards, branding around the visitor centre, using YWT's design guidelines and incorporating SDC logo.
- d. **Improve interpretation on site:** Maintain the current interpretation panels in good condition. Look to gain funding to improve signage and interpretation on site. There is the potential to produce boards, leaflets, guided trails using digital platforms, website etc. Information in the visitor centre will be updated and renewed, when funding allows too.
- e. **Run a programme of events:** Run events throughout the year to engage with visitors to the site and educate them about the wildlife value of the reserve and the work of YWT & SDC.

- f. **Run programme of practical volunteer days:** Regular days throughout the year will be scheduled and advertised as practical volunteer days for locals, members and volunteers to come and help with the site and habitat management at Barlow Common.
- g. **Look to form a reserve supporters group:** Work towards having a supporters group for the reserve. A core group of volunteers who may help with practical work, wardening, events, litter picking, informing visitors, local fundraising etc.
- h. **Work with fishery manager:** Ensure fishery management is being carried out according to the license and management proposal. Work with fishery manager to promote joint events and activities.
- i. **Work with Selby Scout Groups:** Renew lease with the scout group for their holding at Barlow Common. Work with the scout groups to promote joint working and events.
- j. **Work with schools when possible:** Although at the time of writing YWT currently do not have the resources to provide for school visits to the reserve, this is an aspiration we would like to aim towards in the future.

Feature 5 - Legal obligations

Objective 5 – Ensure all legal obligations are met

- a. Carry out annual site safety assessment, and ensure any actions/repairs required are carried out.
- b. Carry out annual tree safety survey, and ensure any required works are completed.
- c. Report any damages, repairs, unsafe structures after other visits to site, and repair as soon as possible.
- d. Ensure all staff, volunteers and contractors working on site adhere to health and safety guidelines and practices.
- e. Work with fishery manager to ensure they are meeting their health and safety obligations.

FROM: Wildlife Habitat Protection Trust

**Willow Farm
Church Fenton
Tadcaster
North Yorkshire
LS24 9WD**

Reg Charity No: 1122151

HAMBLETON HOUGH ANNUAL REPORT 2018-19

05/06/2019

The past year has been centred on the re-planting programme and will continue in October 2019. We expect the planting project to be completed this year as we are getting contractors to help with the planting of the steep banks as well as any infill that is required.

Unfortunately due to the very dry conditions this year quite a lot of the trees have died and will need to be re-planted but this is factored into the works and will be ongoing each year until we are satisfied that we have enough healthy trees to provide a sufficient covering per acre.

When the planting programme is completed we will have planted around 3000 trees consisting of Oak, Beech, Hazel, Birch, Wild Cherry, Douglas Fir, Blackthorn and Field Maple.

Because of the heavy growth of bracken around the newly planted trees we have had contractors in to spray around the base of each tree which also have tree protectors in place. This allows the trees to grow without the added restriction of weeds which can often overtake the slow growth of the trees.

Many new paths have been created now within the woodland as it has obviously been opened up and the view from the very top of the hill has been warmly welcomed by many visitors to the wood who previously had very little view at all due to the density of the trees.

The local primary school continue to make use of the woodland on a regular basis with their Forest Schools programme as well as dog walkers and members of the public on a daily basis.

We intend to leave the hard standing area open as this provides additional parking during busy periods and also stops complaints from local residents with regards people parking on private roads.

The incident regarding dogs that had become sick after walking through the Hough during the summer of 2017 has not resurfaced since and all investigations into this have shown no evidence that any sickness was related to the Hough.

We have had some trees and protectors stolen but again this is factored into the project as we are well aware that this tends to happen, especially when the woodland has so many daily visitors.

The initial shock that followed when contractors first started work on felling part of the Hough has now been more openly accepted by the public as they can see that the woodland is being planted up with native English trees. Bird boxes have been fitted at various points in the wood and there are now seating areas that have been constructed including at the very top of the hill offering great 360 degree views of the surrounding countryside.

In summary, everything is going to plan and all going well the project will be completed by the end of this year. The woodland will be monitored regularly with regards maintenance and trees that need replacing but overall once finished it will require very little upkeep apart from general tidying up and the pathways maintained.

Martin Blakey

Woodland Management Plan

Woodland Property Name	Hambleton Hough		
Case Reference			
Plan Period dd/mm/yyyy (ten years)	Approval Date:	To:	
Five Year Review Date			

Revision No.	Date	Status (draft/final)	Reason for Revision
The landowner agrees this plan as a statement of intent for the woodland			<input checked="" type="checkbox"/>

User Support

To maximise the functionality available:

- Connect to the internet;
- Enable macros as prompted;
- Where the text is blue and underlined additional information is available, hover over the text with your mouse and double click to open;
- Where you see the  symbol, left click on either the symbol or the adjacent cell and press the F1 key for a further explanation of the detail required;
- Throughout the document where you see '**Add Box**' double click on the text and additional boxes will appear.

UKFS Management Planning Criteria

Approval of this plan will be considered against the following UKFS criteria, prior to submission review your plan against the criteria using the check list below.

No	UKFS Management Plan Criteria	Minimum Approval Requirements	Applicant Check
1	<p>Plan Objectives</p> <p>Forest management plans should state the objectives of management and set out how the appropriate balance between economic, environmental and social objectives will be achieved.</p>	<p>Management plan objectives stated.</p> <p>Consideration given to environmental, economic and social objectives relevant to the vision for the woodland.</p>	☒
2	<p>Forest context and important features in management strategy</p> <p>Forest management plans should address the forest context and the forest potential and demonstrate how the relevant interests and issues have been considered and addressed.</p>	<p>Management intentions communicated in Section 6 of the management plan are in line with stated objective(s) section 2.</p> <p>Management Intentions should take account of:</p> <ul style="list-style-type: none"> • Relevant features and issues identified within the woodland survey (section 4) • Any potential threats to and opportunities for the woodland identified under woodland protection (section 5). • Relevant comments received through stakeholder engagement documented in section 7. 	☒
3	<p>Identification of designations within and surrounding the site</p> <p>In designated areas, for example national parks, particular account should be taken of landscape and other sensitivities in the design of forests and forest infrastructure.</p>	<p>Survey information (section 4) identifies any designations impacting on woodland management</p> <p>Management Intentions (section 6) have taken account of any designations.</p>	☒
4	<p>Felling and restocking to improve forest structure and diversity</p> <p>At the time of felling and</p>	<p>Felling and restocking is consistent with UKFS design principles (for example scale and adjacency).</p> <p>Current diversity (structure,</p>	☒

	<p>restocking, the design of existing forests should be re-assessed and any necessary changes made so that they meet UKFS Requirements.</p> <p>Forests should be designed to achieve a diverse structure of habitat, species and ages of trees, appropriate to the scale and context.</p> <p>Forests characterised by a lack of diversity due to extensive areas of even-aged trees should be progressively restructured to achieve age class range.</p>	<p>species, age structure) of the woodland has been identified through the survey (section 4). Management intentions aim to improve/maintain current diversity (structure, species, and ages of trees).</p>	
5	<p>Consultation</p> <p>Consultation on forest management plans and proposals should be carried out according to forestry authority procedures and, where required, the Environmental Impact Assessment Regulations.</p>	<p>Where appropriate - Consultation is in line with current FC guidance and recorded in section 7. The minimum requirement is for statutory consultation to take place and this will be carried out by the Forestry Commission. Plan authors are encouraged to undertake stakeholder engagement (FC Operations Note 35) relevant to the context and setting of the woodland.</p>	☒
6	<p>Plan Update and Review</p> <p>Management of the forest should conform to the plan, and the plan should be updated to ensure it is current and relevant.</p>	<p>5 year review period stated on the 1st page of the plan. Section 8 completed with 1 indicator of success per management objective.</p>	☒

1. Property Details

Woodland Property Name			
Name	Hambleton Hough	Owner <input type="checkbox"/>	Tenant <input checked="" type="checkbox"/>
Email	mdblakey11@hotmail.co.uk	Contact Number	07813996794
Agent Name (if applicable)		Wildlife Habitat Protection Trust	
Email		Contact Number	
County	North Yorkshire	Local Authority	Selby District
Grid Reference 	SE5529	Single Business Identifier 	
Management Plan Area (Hectares)		5	
Have you included a Plan of Operations with this management plan?		Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
List the maps associated with this management plan			
Do you intend to use the information within the management plan and associated plan of operations to apply for the following		Felling Licence	<input checked="" type="checkbox"/>
		Thinning Licence	<input type="checkbox"/>
		Woodland Regeneration Grant	<input type="checkbox"/>
Tick to declare management control and agreement to public availability of the plan		<input type="checkbox"/>	

2. Vision and Objectives

To develop your long term vision, you need to express as clearly as possible the overall direction of management for the woodland(s) and how you envisage it will be in the future. This covers the duration of the plan and beyond.

2.1 Vision

Describe your long term vision for the woodland(s).

It is a strategy which aims to make the most of the woodland management that has come before and the woodland as it is today. The results of the management suggested here will be implemented over the next ten years. As such it is an important document but one that will remain open to revision and improvement
Under the outlined plan we aim to fulfil all legal and contractual obligations committed to within the plan period.

The benefits of such a management plan are - to set management in the context of the nature and condition of the woodland itself;

2. Aims

Identified aims of the woodland's management are as follows, in order of priority (i.e. an aim can only be pursued in ways which do not compromise higher priority aims):

1. Ecological management and protect and improve the biodiversity and habitat value of the woodland. We will also undertake management on the site that delivers the maximum bio and geo-diversity.

2. Amenity and deep ecological education value. Woodlands are inspirational places that can have profound effects on people. These sorts of experiences are an important part of individual's routes to adopting more ecologically sound lives.

3. Regular Safety Works. To maintain the woodland to ensure it does not pose any safety risk to the general public.

4. Pollution. To ensure that the woodland is kept tidy and clean from litter at all times.

3.Amenity and deep ecological education value.

Amenity use of the woodland is to be expected and encouraged. To minimise detrimental effects on the ecology, paths and facilities will be maintained and upgraded. The existing tracks are a good starting point for this. In addition a couple of extra footpaths and picnic areas could be added. Maintenance of the facilities would discourage the uncontrolled use of woodland and associated erosion etc. The woodland's diversity is an important for its amenity and educational value. Preserving and enhancing this diversity by combining high forest with coppice and retaining healthy conifers, will benefit both ecological and amenity values.

4. Public Access.

Hambleton Hough is very popular with the general public for many activities, including dog walking, horse riding and off road cycling. This will continue as before and all access paths and routes will be maintained on a regular basis.

As lease holders of Hambleton Hough we would prepare and carry out the following points as and when required.

- Attend relevant and appropriate meetings (expected two meetings a year)
- Prepare an annual report that will clearly state the progress made toward achieving the aims, objectives and outcome of the Management Plan.
- Present the Annual Report to the Council Executive and other Committees as requested.
- The leaseholder will use the Management Plan and Annual Report to assist in the completion of grant and other funding applications to enhance the site and deliver the Management Plans Aims, Objectives and Outcomes.

Summary

Having initially looked at the woodland, it is in reasonable condition but does need general maintenance. There are some trees that require felling, although they are not a concern at the moment, but will take priority during the first two years of the ten year plan. The woodland is not used for removal of timber or any form of farming practices, so is therefore quite straight forward as far as maintenance is concerned.

2.2 Management Objectives

State the objectives of management demonstrating how sustainable forest management is to be achieved. Objectives are a set of specific, quantifiable statements that represent what needs to happen to achieve the long term vision.

No.	Objectives (include environmental, economic and social considerations)
1	CULTURAL ENVIRONMENT – We will characterise, conserve and enhance the cultural environment of the site
2	LANDSCAPE - Improve the landscape to develop the character & distinctiveness of the site
3	INFORMATION - Provide a high standard of information and interpretation so as to enhance understanding of the site’s cultural and natural heritage and of how they are linked
4	ACCESS - Demonstrate this linkage by improving sustainable access to the site.
5	BEST PRACTICE – do all that is reasonably practicable to raise the profile of the site meeting appropriate quality standards / best practice for the management and presentation of natural and cultural heritage.

Add Box

No.	Objectives (including environmental, economic and social considerations)
6	PARTNERSHIP - Demonstrate that a wide variety of public bodies can work

No.	Objectives (including environmental, economic and social considerations)
	effectively together and with the private sector and local communities in pursuit of a common purpose.
7	SUSTAINABILITY - Encourage high standards of environmental good practice in terms of resource protection, renewable energy, waste management and minimising resource inputs
8	CO-ORDINATION - Ensure that no actions are implemented in isolation and that consideration is given to linking other aims, objectives and actions and to the environmental, social and economic impacts as far as possible
9	HEALTH & SAFETY - Ensure all relevant, appropriate and proportionate measures are in place for the benefit and protection of all.
10	<p>REVISION OF MANAGEMENT PLAN - This would complete the ten year plan, however during the period of the original plan it will remain open to revision and improvement, as and when conditions and circumstances dictate that work needs to be carried out to maintain original conditions as set out in the plan.</p> <p>Upon completion of the first ten years, a full survey of the woodland would be undertaken to ascertain how effective and efficient the plan had been, also to highlight what needs to be implemented to maintain and enhance the woodland.</p> <p>A full wildlife survey would also be carried out to monitor how effective the nesting and feeding sites had been in sustaining and encouraging new wildlife into the woodland.</p> <p>Local knowledge and feedback would also be sourced to document what people who use the wood regularly feel could be done to improve the area, and what improvements could be carried out to encourage a wider audience to take advantage of the surroundings available.</p>
11	
12	
13	
14	
15	
16	

3. Plan Review - Achievements

Use this section to identify achievements made against previous plan objectives. This section should be completed at the 5 year review and could be informed through monitoring activities undertaken.

Objectives	Achievement
To clear fell old and damaged trees and	The wood has been cleared with some

replant with native trees.	difficulty due to unnecessary interference by some local people meaning the whole job was made far more difficult than it should have been. Replanting has now started.
	05/04/18
	The replanting programme for this planting season has now finished with around 1500 trees planted. Planting will begin again in October 2018 and by the end of March 2018 we expected the replanting programme to be completed with around 3000 trees planted.

Add Box

4. Woodland Survey

This section is about collecting information relating to your woodland and its location, including any statutory constraints i.e. designations.

4.1 Description

Brief description of the woodland property 

Hambleton Hough is a small hill which was supporting a plantation of Scots Pine, this has been cleared and is now being planted with native trees.

4.2 Information

Use this section to identify features that are both present in your woodland(s) and where required, on land adjacent to your woodland. It may be useful to identify known features on an accompanying map. Woodland information for your property can be found on the ['Magic'](#) website or the Forestry Commission [Land Information Search](#).

Feature	Within Woodland(s)	Cpts	Adjacent to Woodland(s)	Map No
Biodiversity - Designations				

Site of Special Scientific Interest	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Special Area of Conservation	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Tree Preservation Order	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Conservation Area	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Special Protection Area	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Ramsar Site 	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
National Nature Reserve	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Local Nature Reserve	Yes <input checked="" type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Notes						

Feature	Within Woodland(s)		Cpts	Map No	Notes
Biodiversity - European Protected Species					
Bat Species (if known)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Dormouse	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Great Crested Newt	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Otter	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Sand Lizard	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Smooth Snake	Yes <input type="checkbox"/>	No <input type="checkbox"/>			
Natterjack Toad	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Biodiversity - Priority Species					
Schedule 1 Birds Species	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Mammals (Red Squirrel, Water Vole, Pine Marten etc)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Reptiles (grass snake, adder, common lizard etc)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Plants	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Fungi/Lichens	Yes <input type="checkbox"/>	No <input type="checkbox"/>			
Invertebrates (butterflies, moths, beetles etc)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Amphibians (pool frog, common toad)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Historic Environment					
Scheduled Monuments	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Unscheduled Monuments	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Registered Parks and Gardens	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Boundaries and Veteran Trees	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Listed Buildings	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Landscape					
National Character Area (please Specify):					
National Park	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			

Area of Outstanding Natural Beauty	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
People					
CROW Access	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Public Rights of Way (any)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Other Access Provision	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Public Involvement	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Visitor Information	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Public Recreation Facilities	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Provision of Learning Opportunities	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Anti-social Behaviour	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Water					
Watercourses	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Lakes	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Ponds	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input type="checkbox"/>			

4.3 Habitat Types

This section is to consider the habitat types within your woodland(s) that might impact/inform your management decisions. Larger non-wooded areas within your woodland should be classified according to broad habitat type where relevant this information should also help inform your management decisions. Woodlands should be designed to achieve a diverse structure of habitat, species and ages of trees, appropriate to the scale and context of the woodland.

Feature	Within Woodland(s)	Cpts	Map No	Notes
Woodland Habitat Types				
Ancient Semi-Natural Woodland	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
Planted Ancient Woodland Site (PAWS)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Semi-natural features in PAWS	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Lowland beech and yew woodland	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Lowland mixed deciduous woodland	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
Upland mixed ash woods	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Upland Oakwood	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Wet woodland	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

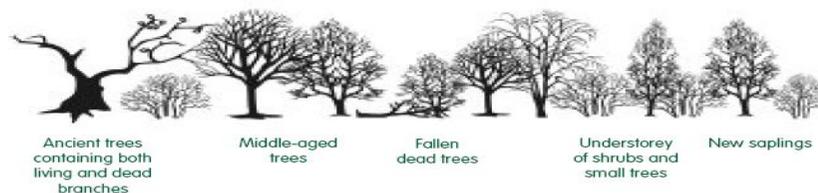
Wood-pasture and parkland	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Non Woodland Habitat Types					
Blanket bog	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Fenland	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Lowland calcareous grassland	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Lowland dry acid grassland	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Lowland heath land	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Lowland meadows	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Lowland raised bog	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Rush pasture	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Reed bed	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Wood pasture	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Upland hay meadows	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Upland heath land	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Unimproved grassland	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Peat lands	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Wetland habitats	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			
Other (please Specify):	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>			

4.4 Structure

This section should provide a snapshot of the current structure of your woodland as a whole. A full inventory for your woodland(s) can be included in the separate Plan of Operations spreadsheet. Ensuring woodland has a varied structure in terms of age, species, origin and open space will provide a range of benefits for the biodiversity of the woodland and its resilience. The diagrams below show an example of both uneven and even aged woodland.

Woodland Type	Percentage of Mgt Plan Area	Age Structure	Notes (i.e. understory or natural regeneration present)
Native Broadleaves		Uneven Aged	The wood is currently being replanted
Please Select....		Please Select...	
Please Select....		Please Select...	
Please Select....		Please Select...	
Please Select....		Please Select...	

Uneven-aged woodland – many wildlife habitats because of high diversity



Even-aged woodland – tidy but of low diversity



5. Woodland Protection

Woodlands in England face a range of threats; this section allows you to consider the potential threats that could be facing your woodland(s). Using the simple Risk Assessment process below woodland owners and managers can consider any potential threats to their woodland(s) and whether there is a need to take action to protect their woodlands.

5.1 Risk Matrix

The matrix below provides a system for scoring risk. The matrix also indicates the advised level of action to take to help manage the threat.

Impact	High	Plan for Action	Action	Action
	Medium	Monitor	Plan for Action	Action
	Low	Monitor	Monitor	Plan for Action
		Low	Medium	High
Likelihood of Presence				

5.2 Plant Health

Threat 	Please Select....
(Other Please Specify)	
Likelihood of presence 	Please Select....
Impact 	Please Select....
Response (inc protection measures) 	

Add Box

Threat	Other
(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....

Impact	Please Select....
Response (inc protection measures)	

5.3 [Deer](#)

Likelihood of presence	High
Impact	Low
Response (inc protection measures)	No action required

5.4 [Grey Squirrels](#)

Likelihood of presence	High
Impact	Low
Response (inc protection measures)	No action required

5.5 Livestock and Other Mammals

Threat	Please Select....
(Other Please Specify)	none
Likelihood of presence	Low
Impact	Low
Response (inc protection measures)	No action required

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

5.6 Water & Soil

Threat	Soil Erosion
(Other Please Specify)	
Likelihood of presence	Low
Impact	Low
Response (inc protection measures)	No action required

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

Add Box

Threat	Please Select....
--------	-------------------

(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

5.7 Environmental

Threat	Anti-social Behaviour
(Other Please Specify)	
Likelihood of presence	Low
Impact	Low
Response (inc protection measures)	Will monitor

Add Box

Threat	Fire
(Other Please Specify)	
Likelihood of presence	Medium
Impact	Medium
Response (inc protection measures)	will monitor

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

5.8 [Climate Change](#) Resilience

Threat	Other
(Other Please Specify)	none
Likelihood of presence	Low
Impact	Low
Response (inc protection measures)	none

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....
Impact	Please Select....
Response (inc protection measures)	

Add Box

Threat	Please Select....
(Other Please Specify)	
Likelihood of presence	Please Select....

Impact	Low
Response (inc protection measures)	

6. Management Strategy

This section requires a statement of intent, setting out how you intend to achieve your management objectives and manage important features identified within the previous sections of the plan. A detailed work programme by sub-compartment can be added to the Plan of Operations.

Management Obj/Feature	Management Intention
2012 -2013	<p>During this period, priority would be given to maintenance of the woodland including general safety works. This would include any trees that could endanger visitors to the wood. A complete overall of the pathways would also be undertaken to ensure that they are free from debris that would restrict access. Weather conditions play a major part in how woodlands behave, and regular inspections will be carried out after extreme conditions involving high winds.</p> <p>Targets for this period would include completion of safety works, and a system put in place to monitor conditions that could cause a threat to the general public.</p>
2014- 2016	<p>Once any felling work had been completed we would be looking to plant new trees within the woodland where deemed necessary. The woodland is predominately Scots Pine, however there are around 20% of hardwood trees, including ash and oak, and it is these areas that need consideration, as they are very important for supporting a wide range of wildlife.</p> <p>Areas would be identified during this period that require re-planting, and also we would look to carry out pollarding on certain trees that would benefit from this practice. Double the amount of trees would be planted in areas that have been cleared, this would then allow for coppicing at a later date. During this period we would look to have an open day for the public to show progress being made on the site.</p>
2017-2019	<p>This period would concentrate on developing and maintaining habitats for the varied range of wildlife present on the site. We would work from the template followed by the Wildlife Habitat Protection Trust that involves providing suitable nesting and feeding areas to accommodate species contained within the wood. This practice has proved hugely successful in our other woodland sites, and is a solid yardstick with respect to</p>

	<p>how healthy the woodland is from an environmental and conservation point of view.</p> <p>During this period we would look to have between 75 and 100 bird boxes and nesting sites in place. This work would be carried out by our staff and also volunteers including cub, scouts and other organisations that have worked with us on our other sites. Open days would be held during this period to encourage members of the public to become actively involved in various works being carried out.</p>
2020- 2022	<p>The new saplings originally planted would be coppiced where necessary and a thorough inspection of the woodland would be carried out to determine which trees have deteriorated during the initial ten year management plan. Those deemed unhealthy or dangerous would be removed and new stock planted.</p> <p>At this point we would carry out a survey within the local community to see what could be added to the woodland to improve and enhance the facility.</p>
End 2017 to March 2018	<p>This period was taken up with planting and we had to have a change of plan as to how we accomplished this following difficulties getting rid of the branches and left over wood after interference from some local people which stopped lorries entering the site.</p>
	<p>A track machine was bought in to clear areas to make re-planting easier and also create habitats using the left over wood and branches.</p>

Add Box

	<p>We did have cause for concern during the summer of 2017 after some dogs became sick after walking through the Hough and one dog unfortunately died. What caused this is still unknown and we are still unsure as to if this problem was from the Hough at all. This was not an isolated case and many similar problems were reported in different areas of the country in woodlands and it appears to be a fungal problem although scientists are yet to identify exactly what is causing this. As a result of these concerns we decided to close the wood for a short period during the summer at a time when any fungal growth would most likely to be present. We will monitor this problem again this year and take the necessary measures if required.</p>
--	--

	<p>Overall the wood is now taking shape and will require very little maintenance once the majority of work has been completed. At the time of taking over the Hough from SDC it was a neglected piece of woodland used mainly by dog walkers, once all work is completed it will still just be a wood used by the general public but maintained in a way that greatly increases the woodland experience. The parking area that was created so lorries could access the site to remove timber will remain in place to ease parking problems during busy periods. There were one or two complaints from locals residents with regards people parking on the private road so opening up this new parking area should alleviate that problem.</p>
	<p>We will continue to encourage local people to get involved and see the benefits that have been created by the re-planting programme, also we will put out regular bulletins to the local Parish Councils in order to provide more information to the local communities. This should help create a much more positive relationship moving forward following initial negative response which was inevitable when carrying out such a big project that included felling so many trees.</p>

7. Stakeholder Engagement

There can be a requirement on both the FC and the owner to undertake consultation/engagement. Please refer to [Operations Note 35](#) for further information. Use this section to identify people or organisations with an interest in your woodland and also to record any engagement that you have undertaken, relative to activities identified within the plan.

Work Proposal	Individual/ Organisation	Date Contacted	Date feedback received	Response	Action
	Schools				
	Scouts/cubs etc				
	General Public				

Add Box

8. Monitoring

Indicators of progress/success should be defined for each management objective and then checked at regular intervals. Other management activities could also be considered within this monitoring section. The data collected will help to evaluate progress.

Management Objective/Activities	Indicator of Progress/Success	Method of Assessment	Frequency of Assessment	Responsibility	Assessment Results
CULTURAL ENVIRONMENT – We will characterise, conserve and enhance the cultural environment of the site					
LANDSCAPE - Improve the landscape to develop the character & distinctiveness of the site					
INFORMATION - Provide a high standard of information and interpretation so as to enhance understanding of the site’s cultural and natural heritage and of how they are linked					
ACCESS - Demonstrate this linkage by improving sustainable access to the site.					

Management Objective/Activities	Indicator of Progress/Success	Method of Assessment	Frequency of Assessment	Responsibility	Assessment Results

Add Box

FC Approval – FC Office Use Only

UKFS Management Plan Criteria	Approval Criteria	Yes	No	Notes
<p>Plan Objectives Forest management plans should state the objectives of management and set out how the appropriate balance between economic, environmental and social objectives will be achieved.</p>	<p>Management plan objectives stated. Consideration given to environmental, economic and social objectives relevant to the vision for the woodland.</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Forest context and important features in management strategy Forest management plans should address the forest context and the forest potential and demonstrate how the relevant interests and issues have been considered and addressed.</p>	<p>Management intentions communicated in Section 6 of the management plan are in line with stated objective(s) section 2. Management Intentions should take account of:</p> <ul style="list-style-type: none"> • Relevant features and issues identified within the woodland survey (section 4) • Any potential threats to and opportunities for the woodland identified under woodland protection (section 5) • Relevant comments received through stakeholder engagement documented in section 7. 	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Identification of designations within and surrounding the site In designated areas, for example national parks, particular account should be taken of landscape and other sensitivities in the design of forests and forest infrastructure.</p>	<p>Survey information (section 4) identifies any designations impacting on woodland management</p> <p>Management Intentions (section 6) have taken account of any designations.</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Identification of designations within and surrounding the site In designated areas, for example national parks, particular account should be taken of landscape and</p>	<p>Survey information (section 4) identifies any designations impacting on woodland management</p>	<input type="checkbox"/>	<input type="checkbox"/>	

<p>other sensitivities in the design of forests and forest infrastructure.</p>	<p>Management Intentions (section 6) have taken account of any designations.</p>			
<p>Felling and restocking to improve forest structure and diversity At the time of felling and restocking, the design of existing forests should be re-assessed and any necessary changes made so that they meet UKFS Requirements.</p> <p>Forests should be designed to achieve a diverse structure of habitat, species and ages of trees, appropriate to the scale and context.</p> <p>Forests characterised by a lack of diversity due to extensive areas of even-aged trees should be progressively restructured to achieve age class range.</p>	<p>Felling and restocking is consistent with UKFS design principles (for example scale and adjacency). Current diversity (structure, species, age structure) of the woodland has been identified through the survey (section 4). Management intentions aim to improve/maintain current diversity (structure, species, and ages of trees).</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Consultation Consultation on forest management plans and proposals should be carried out according to forestry authority procedures and, where required, the Environmental Impact Assessment Regulations.</p>	<p>Where appropriate - Consultation is in line with current FC guidance and recorded in section 7. The minimum requirement is for statutory consultation to take place and this will be carried out by the Forestry Commission. Plan authors are encouraged to undertake stakeholder engagement (FC Operations Note 35) relevant to the context and setting of the woodland.</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Plan Update and Review Management of the forest should conform to the plan, and the plan should be updated to ensure it is current and relevant.</p>	<p>5 year review period stated on the 1st page of the plan. Section 8 completed with 1 indicator of success per management objective.</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>Approving Officer Name</p>		<p>Plan approved</p>		<input type="checkbox"/>

This page is intentionally left blank



Report Reference Number: S/19/89

To: Scrutiny Committee
Date: 26 September 2019
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Julie Slatter, Director of Corporate Services and Commissioning

Title: Leisure Contract Annual Review April 2018 – March 2019

Summary:

The Scrutiny Committee is asked to consider the ninth formal annual review of the Leisure Contract with Inspiring healthy lifestyles (IHL) and covers the period April 2018 to March 2019. The review covers the work at Selby Leisure Centre, Tadcaster Leisure Centre and Selby Park as well as the outreach work of the Wellbeing Team.

This report was considered by the Executive at its meeting on 11 July 2019.

Recommendation:

The Scrutiny Committee is asked to consider and comment on the Leisure Contract Annual Review April 2018 – March 2019.

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 and partner organisations and other agencies delivering services within the Selby District.

The report recognises the work IHL has undertaken in delivering the leisure services offer across the Selby District and in delivering key aspects of the corporate plan.

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 11 July 2019 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 11 July 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. Please see section 4 of the report considered by the Executive on 11 July attached at Appendix A to this report.

4.2 Financial Implications

Please see section 4 of the report considered by the Executive on 11 July 2019 attached at Appendix A to this report.

4.3 Policy and Risk Implications

Please see section 4 of the report considered by the Executive on 11 July 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 and partner organisations and other agencies delivering services within the Selby District. The information contained in the report enables the Council to monitor IHL's performance.

4.5 Resource Implications

Please see section 4 of the report considered by the Executive on 11 July 2019 attached at Appendix A to this report.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see section 4 of the report considered by the Executive on 11 July 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 – 11 July 2019

Appendix B – Appendix A of the Executive Report, 11 July 2019 – Selby Leisure Services Annual Review 2018-19

Contact Officer:

Victoria Foreman
Democratic Services Officer
vforeman@selby.gov.uk
01757 292046

This page is intentionally left blank

Report Reference Number: E/19/06

To: Executive
Date: 11 July 2019
Status: Non Key Decision
Ward(s) Affected: All
Author: Aimi Brookes, Contracts Team Leader
Lead Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Julie Slatter, Director of Corporate Services and Commissioning

Title: Leisure Contract Annual Review April 2018 - March 2019

Summary:

This is the ninth formal annual review of the Leisure Contract with Inspiring healthy lifestyles (IHL) and covers the period April 2018 to March 2019. The review covers the work at Selby Leisure Centre, Tadcaster Leisure Centre and Selby Park as well as the outreach work of the Wellbeing Team.

Recommendations:

i. It is recommended that the Executive note the key findings of the report and in particular the performance of IHL to date

Reasons for recommendation

To recognise the work IHL has made in delivering the leisure services offer across the Selby District and in delivering key aspects of the corporate plan.

1. Introduction and background

1.1 The year of this review was the fourth full year of operation of Selby Leisure Centre. This year saw an increase in combined overall visits to the Selby and Tadcaster sites, although it was slightly below target. Whilst there was a slight decline in visits to Selby, Tadcaster performed very strongly and visits were above target. As well as centre based activities the outreach and wellbeing teams continue to make significant impacts particularly around the GP referral and adult weight management programmes.

2.1 The Report

- 2.1.1 A series of draft reports were produced by IHL and evaluated by SDC Officers and the Executive member. The final review document is attached to this report as Appendix A (Inspiring healthy lifestyles Selby Annual Review 2018/19).
- 2.1.2 Once again the review has been designed to provide a summary of the leisure facilities, activities and community based work as well as information about asset maintenance, health and safety and performance.
- 2.1.3 The performance section is the fourth full year of the new extended performance framework that has largely been designed to support Sport England reporting requirements and associated age grouping requirements. Whilst the age related reporting requirements are required by Sport England for Selby Leisure Centre only, they have been replicated for Tadcaster to provide a balanced picture. Data for 2017/18 has been included along with direction of travel arrows to allow for easy comparison.
- 2.1.4 When reviewing the performance measures it is important to understand the analysis by age and user groups is based on membership information provided and school age groups but does not reflect casual users of the facilities.
- 2.1.5 Following approval of the Annual Review by the Executive, it will once again be taken to the Scrutiny Committee for further analysis.

2.2 Summary of Key Findings

2.2.1 Key findings from the report include:

- 1,780 swimmers on the Learn to Swim programme, up from 1,560 last year
- Continued investment in staff with three lifeguards upskilled to become swim teachers and three apprenticeships undertaken during the year
- The successful launch of the new Les Mills fitness programme and a range of 'family classes' increasing the diversity of the class based offer
- Continued support of the Adult Disability Football Team with one team member qualifying to represent Team GB in 2019
- Significant health improvements for residents taking part in the Move It and Lose It programme with over 1,500 participants now having completed the course
- Secured £135,000 of external funding to support a variety of wellbeing schemes
- Strengthening of partnership working with a variety of groups including the Safer Selby Hub, North Yorkshire Public Health and local GP's, North Yorkshire Sport, Age UK and Sainsbury's

3. Alternative Options Considered

N/A

4. Implications

4.1 Legal Implications

There are no legal issues to report.

4.2 Financial Implications

Within the cost model for the extended contract 2018/19 was the first year in which IHL paid the Council a management fee (£22k). For each subsequent year it is forecast that a management fee will be payment to the Council from the service provided.

4.3 Policy and Risk Implications

There are no policy or risk implications

4.4 Corporate Plan Implications

IHL's strategic objectives directly support the Council's corporate priorities of Making Selby District a great place to do business, to enjoy life and to make a difference. This is highlighted in the review's executive summary.

4.5 Resource Implications

By undertaking an annual review, this allow the Council to have confidence that resources are being best utilised.

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

5. Conclusion

5.1 IHL continue to provide high quality services to meet a wide variety of needs and health issues through a combination of facility and class based activity and more targeted specialist health programmes.

Performance is generally good and it has been recognised that some outreach work is targeting the same customer groups thereby impacting on some PI delivery. Where performance is under target there has generally been a positive improvement from the previous year. E.g. members participating in more than one session a week at both Selby and Tadcaster and facility presentation (as measured by APSE).

The performance framework continues to be reviewed on a regular basis to ensure the suite of indicators is fit for purpose. For example whilst overall visits to leisure centres was below target this does not have a direct financial

impact whereas number of memberships does and we will be introducing a new PI to measure this for 2019/20., The Wellbeing PI's have also been amended to reflect current programmes.

6. Background Documents

None

7. Appendices

Appendix A Selby Leisure Services Annual Review 2018-19

Contact Officer:

Aimi Brookes
Contracts Team Leader
abrookes@selby.gov.uk
01757 292269



(Appendix A of Executive Report - 11 July 2019)

Leisure services annual review

Introduction

- This review covers the period April 2018 to March 2019 inclusive. Inspiring healthy lifestyles (IHL) works in partnership with Selby District Council (SDC) to deliver leisure facilities across the Selby district. Services include leisure centre management at Selby Leisure Centre and Tadcaster Leisure Centre, Selby Park and the development of sport and health interventions and outreach work through the Wellbeing team. 2018/19 marks the fourth full year of the extended 15-year contract.
- As at end of March 2019 within Selby Leisure Centre (including Selby Park) there are 37 employees (19 full-time, 18 part-time). There are 6 employees at Tadcaster Leisure Centre, (3 full-time, 3 part-time).
- In November 2018 the incumbent Operations Manager left the organisation to take up a new post. Following review a new role of General Manager, overseeing the leisure operations in the District, was established and recruited to in December 2018.

Executive Summary

- This paper considers the performance and key highlights from 2018/19. Overall visits to leisure centres saw an increase compared to 2017/18, albeit the results are below target. Visits to Selby Leisure Centre showed a slight decrease on the previous year however visits to Tadcaster Leisure Centre significantly exceeded target. The number of Lifestyle members as a percentage of the District's population showed a decline during the year, which reflected the new data collection and reporting requirements imposed by the General Data Protection Regulations (GDPR). This indicator now reflects the number of active members currently engaging with our leisure centre services. The paper also outlines the broad range of targeted interventions delivered by the Wellbeing team, summarising the key projects and outcomes.

- The Wellbeing team have been successful in exceeding target for the number of people achieving a 5% weight loss and sustaining the weight loss at six months within the first year of the adult weight management contract funded by North Yorkshire County Council, with 99 participants achieving this level against a target of 34.
- The table below illustrates how our performance measures align to both the IHL strategic objectives and the SDC Corporate Plan:-

SDC Corporate Plan	Inspiring healthy lifestyles' Strategic Objectives	Management Priorities
Making Selby District a Great Place to Do Business	<p>We promise to make a difference to education and skills</p> <p>We promise to make a difference to the environment</p>	<ul style="list-style-type: none"> • Provision of apprenticeship opportunities • Support in continued development of Selby Leisure Village site • Number of visitors to leisure centres / sites from outside the district • Membership of STEP • Attracting external funding into the Selby District • Working with business partners such as Sainsbury's, Yorkshire Cancer Research and British Cycling and offering corporate leisure memberships • Attendance at job fairs, school interview and

		career awareness days
Making Selby District a Great Place to Enjoy Life	We promise to make a difference to health	<ul style="list-style-type: none"> • Number of participants (leisure centres and outreach) • Increased participation rates including from key demographic groups • Number of leisure centre members • Number of participants on targeted health programmes • Support provided in delivery of key events across the District
Making Selby District a Great Place to Make a Difference	<p>We promise to make a difference to education and skills</p> <p>We promise to make a difference to the environment</p>	<ul style="list-style-type: none"> • Customer satisfaction surveys • Partnership working and engagement with CEFs and local community network groups to consult, share resources and secure external funding for new community projects • Quest assessments at leisure centre sites • Extension of learnings from ISO14001

		accreditation <ul style="list-style-type: none"> • Support and promotion of events using the Amphitheatre and Marketplace sites
--	--	--

Facility summaries

Leisure Centres - Selby

- Selby Leisure Centre brings a wide range of leisure and recreation opportunities. In addition to regular exercise and activity classes, new offers include virtual fitness sessions, three personal trainers, and an extensive range of Les Mills classes. The site also makes use of the latest leisure technology including Technogym and Swimtag which supports participants to track their activity levels, monitor their progress and illustrate the benefits of being active.
- As part of the site’s development the team have developed and delivered a range of new activities including a focus on family-based activities including Parent and Child Zumba, Parent and Baby Yoga, Parent and Baby Massage, Tai Chi and Team Beats.
- The site delivers the Learn to Swim programme supported by the On Course online management system. 2018/19 saw a further growth in swimming lesson memberships with over 1,780 people accessing the lessons during the year compared to 1560 in 2017/18.
- The site has invested in developing staff to support the Learn to Swim programme. Three lifeguards were upskilled to become swimming teachers, including one undertaking disability swimming tuition, supporting the growth of the swimming lesson programme. Four Swim Teachers completed courses for baby and preschool swim teaching classes to support the daytime Learn to Swim programme.
- Leisure Centre members took part in a number of themed gym and fitness challenges throughout the year including Wimbledon Distance Covered, Invictus 1,000m row, World Cup Final Challenge and Christmas Big Burn Off. This approach continues to prove successful in engaging and motivating sustained participation. Three Les Mills launch events were held during the year showcasing the new Les Mills products and classes on offer.
- ***Selby Leisure Centre has hosted a further three apprentices over the course of the year. Two of these have been trained in qualifications including National Pool Lifeguarding and First Aid whilst the third has undertaken coaching qualifications. All apprentices also complete their NVQ in Activity Leadership and Level 2 Fitness Instructor. Whilst completing their qualifications the three apprentices have been able to***

apply their learning in a practical environment by supporting active camps, schools programme and leisure centre activity. As they approach their qualification Apprentice S is hoping to gain a full-time lifeguard position.

Apprentice E stated “The opportunities for me at IHL so far have been endless. I feel proud to come into my place of work and know that I will be providing a good quality service for everyone in the community. I hope to work my way up the ladder into a long-lasting career within leisure. My apprenticeship has not only improved my work ethic but also given me the perfect boost towards achieving my professional ambitions.”

- Alongside core fitness classes, the Wellbeing team deliver a range of low-impact exercise classes including circuits, health walks and walking football sessions as part of the Back to Sport programme. The development of these programmes has continued through upskilling and supporting volunteers to sustain low intensity activities catering for various target groups including older people, people at risk of social isolation and people with limited mobility or health conditions. There are also several programmes targeted at children and young people from the most deprived communities in the District and supporting physical activity participation and nutrition awareness, including the StreetGames Fit and Fed programme taking place on Friday evenings during school holidays until the end of summer 2019. Additionally, the Wellbeing team have developed an adult disability football team through partnership working with NLY Community Sport over the past year. The team are now also participating in the West Riding Ability Counts League and one player has been chosen to represent the GB MENCAP squad playing in Geneva later in 2019.
- Alongside the indoor leisure offer at Selby, the site’s all-weather pitch is used for bootcamp fitness sessions, walking football, five-a-side football, introductory Triathlon sessions and children’s activity camps. The site is also used as the home base for Selby Hockey Club and junior football teams.
- Selby Leisure Centre is a registered Changing Places facility, one of only two in the town, which is suitable and accessible to people with profound and multiple learning and physical disabilities. The site is also accredited as a Breast Feeding Friendly centre.
- Selby Leisure Centre is used as a home venue by local community sports clubs including Selby Tiger Sharks (swimming), Selby Aquanauts and Selby Sub Aqua Club (sub aqua). Selby Sub Aqua Club deliver training and taster sessions from the leisure centre, providing the most active training site for the sport in the country. The centre has also hosted Try Dive taster sessions throughout the year.

- The Wellbeing team works closely with the leisure centre to host a range of sporting activities and events contributing to Selby's community sport programme. These are open to members and non-members and have seen sports clubs such as gymnastics and tumbling, hockey, football and bowls delivering sessions at the site.
- 30 schools currently use the Selby site for their structured school swimming lessons, with two attending from outside the District, whilst four schools also use the site to support PE sessions, a further increase on the number of schools using the site in the previous year. The site also hosted two inter-school swimming galas and various school sport festivals. Selby Leisure Centre hosts visits by school groups based upon five thematic areas: sport and fitness, health, mathematics, science and career opportunities. In addition the site complements the Healthy Active Schools programme by hosting bespoke activity days aimed at primary school pupils.
- Together the leisure centre and Wellbeing team hosted events in aid of Macmillan Cancer Support, International Women's Day and Sport Relief. The teams have provided activities both at the leisure centres and in the community and have created a strategic approach to future events planning to ensure all IHL services are utilised where possible.

Leisure Centres - Tadcaster

- Leisure centre usage at Tadcaster continued to perform above target during 2018/19 and represented a continued increase from 2017/18. New classes have been introduced including Zumba, Yoga, Parent and Child Pilates and Cardio Fit. Other activities delivered from the site include gymnastics, badminton, indoor walking football, table tennis, basketball and pickleball.
- The site continues to promote swimming by including access to Tadcaster Community Swimming Pool as an element of its membership package, and over 5,000 swims were recorded by members during 2018/19, an increase of over 1,000 compared to the previous year.
- The centre hosted Friday night football sessions delivered in partnership with the Gist – a graded programme of football development aimed at children aged 5-12. The centre is also running gymnastics and junior badminton clubs and hosts two adult badminton clubs.
- The site hosts regular NHS Blood Donation sessions throughout the year in addition to the successful Macmillan Coffee Morning and the Sports Relief event showcased on BBC Radio York.
- Selby and Tadcaster Leisure Centres host weekly sessions for Selby High School and Tadcaster Grammar School respectively, and run four junior gym sessions per week, which has resulted in an increase in sales of junior memberships. Both sites also offer Year 10 student placements to schools in the North Yorkshire and East Riding catchment areas.
- The site staff were involved in the Tadcaster Sportive event by delivering a range of pop up sports to support community engagement and promote IHL's services to a wider audience.

Selby Park

- The byelaw in Selby Park has now been amended meaning that cyclists are able to access the park using the new marked cycle pathways. There is also a dedicated noticeboard for Selby Community Cycle Hub with space to promote local health opportunities.
- The Wellbeing team are working with Selby District Council to implement a sensory orienteering course later in 2019, this will target people living with disabilities and children and young people as well as encourage an increase in general footfall in the park. The Recreational and Open Space monies will be used to partially fund this work.
- A successful bid was submitted to Central Engagement Funding securing £3,000. The funding will be used to develop and deliver a series of Picnic Brass concerts within the Park between May and August 2019.

Football Pitches – Portholme Road / Denison Road

- Throughout the year 4 local teams playing in the York and District football league used the pitches as home venues.
- The Portholme Road site was used by Selby Town Council for the Annual Family Fun day which was further supported by IHL with the delivery of Selby Vintage Car and Motorbike Rally.

Marketplace and Amphitheatre

- The Marketplace has been used for several events including a local cheerleading group, the annual Three Swans Sportive and the town's Food and Drink Festival. Plans are in place for the Amphitheatre to be revitalised and used for local performances by children's and young people's groups as part of our Wellbeing team's new project in partnership with the North Yorkshire Police and Crime Commissioner to reduce anti-social behaviour.

Wellbeing Services

The Wellbeing team is made up of the Wellbeing Manager, a Wellbeing Coordinator, two Wellbeing Specialist Instructors, the Education Coordinator and a Wellbeing apprentice. Five of these posts are core funded and one is externally commissioned by North Yorkshire Public Health. Over the course of the year the team has collectively undertaken training in the following areas: Mental Health First Aid, Safeguarding, Bomb Threats and Suspicious Packages, Cancer Champion, IOSH working safely / IOSH Managing Safely, Otago Falls Prevention, Level 1 Football, Risk Assessment, Dementia and Autism Friends, Sales/Motivational Interviewing. Two staff members are currently undertaking their Level 3 Certificate in Assessing Vocational Achievements and a further two staff have started the Level 5 Operational / Departmental Manager NVQ.

Key Commissioned Projects for Selby District

Move It and Lose It

In July 2018, Move It and Lose It started the second year of a five-year commissioned programme, contracted by North Yorkshire County Council's Public Health department. At the end of quarter three, participants achieving a 5% weight loss and sustaining the weight loss after six months had exceeded the annual target (99 against a target of 65).

Participant A said: "My fitness level has improved greatly to the point I'm looking at doing the next level of classes. My confidence has grown greatly I now interact with all members of the class, helping new members to the class as I know what it was like. My weight loss has also given me a great boost (nearly 5 stone lighter). I have loads more energy now and enjoy being active".

Healthy Active Schools

The education team have delivered 216 after school clubs (3,888 attendances), 288 curriculum sessions (8,640 participants) and 11 weeks of school holiday Active Holiday Camps (1,595 participants) using the full range of leisure facilities. In addition, a targeted holiday camp focussed upon children from the most deprived communities in the District and was supported by Morrisons, Selby Food Bank, Selby Police and Fire services and the NHS Healthy Child team.

The education team was involved in the planning and delivery of the Primary School – School Sport Partnership swimming gala and multi-skills festival as well as the Change4Life bowling and climbing festivals where a further 140 children participated

The Wellbeing team have provided a key link in supporting and signposting schools to access the leisure facilities through taster days, school festivals and end-of-term treat events as well as supporting PE within the centres. Within the past year there have been 433 school swimming lessons (17,326 attendances). The education team provide high quality PE lessons and after school clubs across the district to help tackle childhood obesity and promote social engagement within Selby and Tadcaster.

Activity Referral Scheme

The referral scheme provides tailored physical activity sessions to support patients experiencing a variety of medical conditions including cardiac and stroke recovery. Participants are primarily referred from local GPs and other health professionals such as North Yorkshire County Council's Living Well team. The programme aims to create a sustained healthy lifestyle beyond the initial intervention by linking to the leisure centres and health walk programme. The completion rate for participants

attending the programme for the full 12 weeks was 47%. 83% of the new participants went on to take out a leisure centre membership upon completion of the initial intervention, significantly exceeding the target.

Additional Projects

Macmillan Active after Cancer

The Macmillan Active after Cancer project was funded for three years until the end of June 2018. Although Macmillan no longer commission the programme, it is still delivered through integration into the Activity Referral Scheme. The programme offers one-to-one and group support for recovering cancer patients taking up physical activity to aid their recovery to full health.

Active Workplaces/Workplace Health

The Selby Wellbeing Team continue to work with organisations such as Selby District Council, Clipper Logistics and Sainsbury's to promote workplace health initiatives and reduce sickness absenteeism. The leisure centres offer a discounted corporate membership for five or more employees within an organisation who would like to take advantage of the facilities, particularly supporting them to build activity around the working day. In October 2018, the Wellbeing team hosted their first Corporate Challenge which facilitated a rounders tournament for four local businesses. Due to the positive feedback received during and after the event, there are now plans to make this an annual event.

Mental Health

Local and regional insight collected from Sport England and North Yorkshire Sport demonstrates the need for programmes targeting loneliness and social isolation alongside improving mental health. The Wellbeing team have been proactive in promoting the benefits of physical activity for mental health and have completed the two day mental health first aid training. They have implemented support systems within the workplace for staff and with partners which are focussed on improving staff welfare.

Trips and Falls Prevention

Strong and Steady is a 12-week targeted falls prevention programme which has been commissioned by North Yorkshire Sport to be delivered by the Wellbeing team for up to three years. Sessions have been particularly popular in Sherburn in Elmet and have increased in numbers at Selby. In May 2019, a further session will take place at Tadcaster Leisure Centre. Selby Age UK are the triage partner for the programme to ensure participants are offered access to other support services where necessary. Classes focus on increasing strength and balance, promoting independence and facilitating social interaction to reduce feelings of loneliness.

Key Focuses

Selby Active Outdoors Programme

Selby Active Outdoors Programme aims to increase levels of cycling, walking and running within the District. The Wellbeing team are responsible for the delivery of a weekly health walk and have been encouraging volunteers to complete the free walk leader training provided by Walking for Health to expand and sustain the programme. The forthcoming year sees plans for local Couch to 5K running groups to be implemented within targeted communities to increase physical activity levels and provide grass roots level participation. Couch to 5K is a 9-week structured NHS programme which can be followed via a mobile phone app. Qualified run leaders will be delivering the sessions twice a week and encouraging participants to achieve a third session independently. They will provide motivational tips and advice as well as support to ensure participants complete the programme. On completion, each group will finish with a graduation run at a Cancer Research UK Race for Life event.

Selby Community Cycle Hub

Plans to launch Selby Community Cycle Hub have progressed strongly and the launch will take place on 4th May in Selby Park, as part of the Tour De Yorkshire Weekend. Community volunteers and Triathlon clubs have committed to completing relevant British Cycling training courses to ensure a variety of guided rides, including women only and family rides, are embedded across the District. Other projects will include community bikeability and cycle coaching courses, bike maintenance workshops and taster events. The overall aim of the hub is to promote cycle friendly routes and increase cycling participation. The Wellbeing team will be working with the volunteers to deliver this programme and have formed an active travel working group to manage the aims and objectives of the project. Positive Youth Bike Library will be a key partner in ensuring bikes and safety equipment are donated to individuals and/or families in need.

Anti-Social Behaviour/Selby Safer Hub

The Wellbeing team continue to attend the Safer Selby Hub supporting clients identified as being at risk of social hardship, crime or exploitation and experiencing multiple aspects of deprivation. The North Yorkshire Police and Crime Commissioner granted funding for an innovative project designed to reduce anti-social behaviour to commence in April 2019. Workshops focussed on the following areas: play the right way; rail safety; building resilience; self-efficacy; values and first aid will be delivered within targeted groups in identified primary schools informed by the Safer Selby Hub reports of anti-social behaviour. Community sessions will be placed in key areas where anti-social behaviour is prevalent to use sport and physical activity as a diversionary activity.

Cross-Service Working and Events

Sportives

Over 1,000 riders took part in Selby's sixth annual Three Swans Sportive. The event, organised by Yorkshire Cancer Research in partnership with Selby Cycling Club and IHL featured three routes of 30, 60 and 100 miles and incorporated Selby Abbey as a feature on the finishing medal.

Tour de Yorkshire / UCI Championships

The Wellbeing Manager is a board member of Cycle Yorkshire and the Trans-Pennine Trail Steering Group and played an integral part in the planning of community activities for the stage one finish of the 2019 Tour de Yorkshire in Selby. The Selby Community Cycle Hub project aims to build on the success of these major events, including the first Para Cycle road race taking place at Tadcaster in September 2019.

Selby Health Matters

The Selby Health Matters steering group finalised the three-year health action plan to be worked on as a whole-systems approach to combating local health priorities. IHL are the key delivery partner for leisure and green space, tackling obesity, working with children and young people and community engagement.

Community Outreach Events

Over the course of the year the team have supported the following events :-

The NHS Turns 70 Summer Celebration Event

The launch of the Tier 3 weight management service provided by the Vale of York Clinical Commissioning Group

The Sherburn Retirement Fair

Workplace health rounders tournament

Pop up sports in Selby Park in aid of Parks Week

Heart Age Event in partnership with NYCC Public Health

Parkrun takeover at Burn Airfield

In addition the team have been represented on the following groups :-

Tadcaster Community Engagement Forums

Selby Big Local Partnership Board

Tour de Yorkshire and UCI Championships Committee and Working Group

Trans Pennine Trail steering group

North Yorkshire Sport County Sports Partnership

Selby Health Matters steering group

Healthy Lives, Healthy Weight strategy (North Yorkshire) physical activity sub group

Active Travel sub-group (chaired by the Wellbeing Manager)

Community First Yorkshire Volunteers Network

Selby Three Swans Sportive Working Group

Vale of York CCG and local GPs Tier 3 events

Parkinsons and MS Society groups

Cancer Champion training and workshops in partnership with East Riding CCG and North Yorkshire Weigh Management Provider Networks.

Funding

Over the past year, the Wellbeing team have secured more than £135,000 in funding from external sources to support the continuation of the successful adult weight management scheme – Move It and Lose It and to additionally implement a variety of new and innovative programmes. Move It and Lose It was awarded over £20,000 of additional funding from North Yorkshire County Council Public Health Department due to the performance within the first year of the commissioned service. New funding from North Yorkshire Sport has supported the introduction of the Strong and Steady falls prevention service targeting people aged 65 and older. Funding from the Police and Crime Commissioner was granted to develop a project addressing anti-social behaviour by young people in the District whilst monies from the Wildcats FA programme has supported football sessions for girls aged 5-11 to be provided in schools and community settings across the District.

Asset management

The programme of investment, funded from SDC's Programme for Growth, affecting Selby Leisure Centre was completed in February 2019. The works within the Leisure Centre supported an extension of the gym into the adjoining studio to enhance the functional training offer and support membership growth. The loss of studio space at the leisure centre was offset by the provision of two studios within the adjacent Summit Indoor Adventure.

Alongside a comprehensive pre-planned maintenance programme covering statutory inspections a programme of planned maintenance was delivered as outlined below :-

Selby Leisure Centre

- Decoration to the gym to support the wider project
- Heating pump replacement
- Boiler Repairs
- Water heater repairs

Tadcaster Leisure Centre

- Male changing rooms damp repairs/decoration
- Air conditioning unit repairs
- Twin heating pumps replacement
- Replacement expansion vessels

Health & Safety

Health and Safety Audits

The standard of health and safety management across the Selby Leisure Contract sites continues to be high. Selby Leisure Centre was audited by the Compliance Audit Tool (CAT) in August 2018 and achieved an outstanding score of 99.5% with a rating of 'Excellent'. There were nine Green Category remedial actions including in relation to updating of documentation and provision of protective hearing equipment in the site plant room, which were all completed by February 2019. Tadcaster Leisure Centre was not scheduled to be audited in 2018/19, the status from the previous audit in February 2018 at the last HSSG Meeting in February saw seven Amber Category remedial actions (including in relation to checklists and documentation and site inspections), six completed and 24 Green Category remedial actions (including in relation to documentation and recording of information and training), 23 completed. Both sites will be audited in 2020/21.

Accidents and Incidents

2018/19 saw two employee accidents at the leisure contract sites. The accident at Tadcaster Leisure Centre was reportable under RIDDOR, due to the employee being absent for 14 days with a back strain sustained in setting up sporting equipment. There was one accident involving a volunteer cycle leader.

There were a total of 21 public accidents across the leisure facilities. The majority of these involved participants suffering sporting injuries.

Health and Safety Training

The training of staff continued through 2018/19;

- 7 Managers / Supervisors have completed IOSH Managing Safely, ensuring that a health and safety competent person is always on duty to deal with any safety issues
- 17 staff have completed IOSH Working Safely
- 22 staff have completed Manual Handling Training
- 8 staff have completed Ladder Safety Training
- 6 staff have completed Legionella Training
- 5 staff have completed Fire Safety Awareness
- 5 staff have completed Risk Assessment Training

The above complements the on-the-job and site-specific training undertaken on an ongoing basis.

Accident / Incident Reporting System

A new cloud-based accident / incident reporting system has been introduced at both facilities with effect from the start of 2019/20 with sixteen staff trained in its use. This is an on-line system developed in partnership with Innove Solutions which tracks all accident / incident reports through the various stages of Submitting, Completing and Approving, making the process more efficient and streamlined.

Enforcing Authority Action

No Enforcing Authority Action was taken during 2018/19.

Performance Summary

- The extended contract has a suite of performance measures designed to measure utilisation (footfall), accessibility (target groups), satisfaction and financial performance. The performance measures also provide the basis of reporting to Sport England and external funders to provide a single view of the truth for all reporting.
- Whilst this report refers to performance measures, this should be viewed in its broadest terms regarding service performance, rather than contractual performance. Contained within the 28 performance measures are seven service improvement indicators agreed for the extended contract. These indicators have been selected for consistent reporting year on year to determine the ongoing service improvement. These indicators are CILE1000, 1001,3006, 4001, 4002, 4007 and 4008. Some of these form part of the Council's quarterly performance report for 2019/20 onwards.

Indicator	2016/17	2017/18	2018/19
CILE1000 – visits to leisure centres	399,213	395,893	397,352
CILE1001 – visits to leisure centres per 1,000 population	4783.91	4744.13	4761.61
CILE3006 - % overall user satisfaction	71.2%	78.4%	80.2%
CILE4001 – net cost per visit (£) Tadcaster	-0.49	-0.81	-0.75
CILE4002 – net cost per visit (£) Selby	-1.01	-1.09	-1.21
CILE4007 – income per visit (£) Tadcaster	4.54	4.87	5.12
CILE4008 – income per visit (£) Selby	4.25	4.57	4.48

,

Number of PIs	%	%	%
			
28	57% (16)	33% (9)	10% (3)

- Following the review of Sport England priorities and changes to the Wellbeing contracted delivery, the suite of indicators and in particular the demographic breakdowns being reported underwent review ahead of 2017/18.
- In addition to the performance measures related to the leisure contract, this section also includes the indicators linked to the projects delivered by the Wellbeing team and funded externally (section 5). These indicators are not included in the totals in the table above.

Headline Indicators

The indicators below have been identified as headline indicators based upon their importance to the business and their longer-term impact upon SDC's and IHL's priorities for the district's health, wellbeing and lifestyles.

- Overall visits to leisure centres – 397,352 (target – 405,000 – rating – amber). This is a combined total for both centres. Selby showed a slight decline compared to the previous year although Tadcaster was significantly ahead of target and represented an increase on 2017/18.
- Number of Lifestyle members as a percentage of population – 10.27% (target – 19.3% - rating – red). New GDPR considerations demanded a change to how this indicator is collected and reported, with the indicator now recording members who have actively engaged with our services during the reporting period.
- Percentage of active members participating in one or more sessions per week – Selby 47.92% (target – 51% - rating amber) and Tadcaster 48.78% (target – 51% - rating amber). Previously this target had been reported as a combined percentage. 6.01% of active members participated in three or more sessions per week, a slight increase on 2017/18. Although no direct correlation can be made given the different reporting methods and indicator definitions, the latest Active Lives survey data showed 62.4% of Selby District residents were active for 150 minutes per week or more, a decrease compared to the previous year's survey.
- Number of GP referrals – 247 (target – 300 – rating – red). Performance fell below target for the year and was impacted by potential participants being signposted to the Move It and Lose It programme as a more appropriate pathway.
- Percentage of GP referrals completing 12 week course – 47% (target – 60% - rating – red).
- Percentage of GP conversions to full membership – 83% (target – 30% - rating – green). Whilst numbers accessing the referral programme has fallen below target, the percentage of participants converting to a full leisure centre membership upon completion of the intervention is significantly ahead of the conversion target of 30%, reflecting a successful approach to sustaining healthy and active lifestyles. Ongoing collaboration continues with services to increase recruitment into the referral programme.

- Percentage overall user satisfaction 80.2% – (target – 81% - rating – amber). The satisfaction survey indicator is across both sites. This represented a continued improvement from the previous year. Specific comments and observations are fed back to sites and incorporated into service improvement plans.

PI Ref	Indicator	Reporting Frequency	2017/18	2018/19	Direction of Travel	Target	Variance / RAG
1. UTILISATION (scale and nature of usage)							
CILE1000	Visits to Leisure Centres	Quarterly / Annual	395,893	397,352		405,000	
CILE1001	Visits to Leisure centres per 1000 population (83,449)	Quarterly / Annual	4744.13	4761.61		4853.26	
CILE1002	Visits to Selby Leisure Centre	Quarterly / Annual	329,671	325,703		340,000	
CILE1003	Visits to Tadcaster Leisure Centre	Quarterly / Annual	66,222	71,649		65,000	
CILE1004	Number of lifestyle members as % of population	Quarterly / Annual	19.3%	10.27%		13%	
CILE1004a	Percentage of Lifestyle members aged 0-13	Quarterly / Annual	13.85%	12.82			
CILE1004b	Percentage of Lifestyle members aged 14-25	Quarterly / Annual	20.5%	20.16%			
CILE1004c	Percentage of Lifestyle members aged 26 and older	Quarterly / Annual	65.5%	67.02%			
CILE1004d	Percentage of Lifestyle members disabled	Quarterly / Annual	0.04%	1.02%			
CILE1004e	Percentage of Lifestyle members BAME	Quarterly / Annual	0.05%	1.15%			
CILE1004f	Percentage of Lifestyle members from top 20% most deprived communities	Quarterly / Annual	4.86%	3.88%			
CILE1005	% of active members participating in 3 or more sessions per week	Quarterly / Annual	5.78%	6.01%		5.8%	
CILE1006	% of active members participating in 1 or more sessions per week (TADCASTER)	Quarterly / Annual	48.76%	48.78%		51%	

CILE1007	% of active members participating in 1 or more sessions per week (SELBY)	Quarterly / Annual	44.53%	47.92%		51.0%	
CILE1008	Number of Leisure Centre visits from beyond the District	Quarterly / Annual	37,719	33,384			
2. ACCESS (use of facilities / service by user group)							
CORP50	Number of GP Referrals	Quarterly / Annual	377	247		300	
CILE2002	Percentage of GP Referrals finishing 12 week course	Quarterly / Annual	63.7%	47%		60%	
CILE2003	% of GP referral conversions to full membership	Annual	19%	83%		30%	
CILE2004a	Number of participants 0-13 Tadcaster	Quarterly / Annual	34	15			
CILE2005a	Number of participants 0-13 Selby	Quarterly / Annual	1,620	1,692			
CILE2008a	Number of participants 14-25 Tadcaster	Quarterly / Annual	545	559			
CILE2009a	Number of participants 14-25 Selby	Quarterly / Annual	1,784	1,670		1,800	
CILE2012a	Number of participants 26 and older Tadcaster	Quarterly / Annual	1,771	1,908		1,800	
CILE2013a	Number of participants 26 and older Selby	Quarterly / Annual	5,406	5,444		4,295	
CILE2028a	Gender ratio (male : female participation) Tadcaster	Quarterly / Annual	44.7 : 55.3	40.8 : 59.2		44 : 56	
CILE2028b	Gender ratio (male :female participation) Selby	Quarterly / Annual	45.6 : 54.4	45.4 : 54.6	-	44 : 56	
CILE2029a	Number of disabled participants Selby	Quarterly / Annual	5	71			
CILE2029b	Number of disabled participants Tadcaster	Quarterly / Annual	2	24			
CILE2029c	Number of BAME participants Selby	Quarterly / Annual	5	76			
CILE2029d	Number of BAME participants Tadcaster	Quarterly / Annual	4	28			

CILE2029e	Number of participants from top 20% most deprived communities Selby	Quarterly / Annual	425	381			
CILE2029f	Number of participants from top 20% most deprived communities Tadcaster	Quarterly / Annual	3	2			
CILE2030	Visits to activities from disabled participants	Quarterly / Annual	269	1,764	✓	460	
CILE2031	Number of swimming lesson participants	Quarterly / Annual	1,560	1,782	✓	900	
CILE2031a	Number of improved swimming ability qualifications achieved	Quarterly / Annual	1,764	2,580			
CILE2032	Number of Gym Members	Quarterly / Annual	3,915	4,168	✓	4,115	
3. SATISFACTION (service effectiveness)							
CILE3001	Number of reportable accidents per 1000 visits Tadcaster	Quarterly / Annual	0.09	0.03			
CILE3002	Number of reportable accidents per 1000 visits Selby	Quarterly / Annual	0.09	0.07			
CILE3003	Number of complaints received per 1000 visits Tadcaster	Quarterly / Annual	0.18	0.2	✗	0.5	
CILE3004	Number of complaints received per 1000 visits Selby	Quarterly / Annual	0.13	0.12	✓	0.5	
CILE3005	% of customer complaints responded to within timescale	Quarterly / Annual	100%	100%	-	95%	
CILE3006	% Overall user satisfaction	Annual	78.4%	80.2%	✓	81%	
CILE3007	Quest Assessment Score - Tadcaster	Annual	-	Good			
CILE3008	Quest Assessment Score - Selby	Annual	-	Very Good	-	Excellent	
CILE3009	APSE performance score - Value for money	Annual	78.4%	78%	✗	77%	
CILE3010	APSE performance score - facility presentation	Annual	79%	81.6%	✓	84%	
CILE3011	APSE performance score - staff & information	Annual	77.8%	80%	✓	77%	

4. FINANCIAL (efficiency & economy VFM)

CILE4001	Net cost per visit (£) - Tadcaster	Quarterly / Annual	-0.81	-0.75			
CILE4002	Net cost per visit (£) - Selby	Quarterly / Annual	-1.09	-1.21			
CILE4003	Net cost per resident (£) - Tadcaster	Quarterly / Annual	-0.64	-0.64			
CILE4004	Net cost per resident (£) - Selby	Quarterly / Annual	-4.31	-5.16			
CILE4005	Net cost per M2 (£) - Tadcaster	Quarterly / Annual	-27.48	-51.58			
CILE4006	Net cost per M2 (£) - Selby	Quarterly / Annual	-121.13	-145.08			
CILE4007	Income per Visit (£) - Tadcaster	Quarterly / Annual	4.87	5.12			
CILE4008	Income per Visit (£) - Selby	Quarterly / Annual	4.57	4.48			

5. COMMUNITY WELLBEING

CILE6001	External funding secured (£)	Quarterly / Annual	£98,830	£135,715.8			
CILE6002	Number of FANS athletes	Quarterly / Annual	6	3			
CILE6003	Percentage of FANS athletes delivering at least 3 hours' volunteer support per quarter	Quarterly / Annual	0	0%			
CILE6004	Number of volunteers	Quarterly / Annual	19	17			
CILE6005	Number of volunteer hours delivered	Quarterly / Annual	934	96			
CILE6007	Number of surgeries engaged with on GP referral scheme	Quarterly / Annual	36	7			
CILE6008	Number of cycling events delivered / supported in Selby District	Quarterly / Annual	7	3			

CILE6009	Number of people trained as walk leaders	Quarterly / Annual	5	7			
CILE6010	Number of health walk sessions delivered in Selby District	Quarterly / Annual	69	104			
CILE6011	Number of health walk attendances	Quarterly / Annual	819	1,027			
CILE6012	Number of activities delivered / offered from Selby Park	Quarterly / Annual	7	1			
CILE6013	Number of people accessing offers from Selby Park	Quarterly / Annual	129	11			
CILE6014	Number of new partnerships created to enable sport, physical activity and health	Quarterly / Annual	31	61			
CILE6015	Percentage of primary schools taking up the Daily Mile	Quarterly / Annual	14%	0			
CILE6016a	Percentage of Selby District schools engaged with	Quarterly / Annual	51%	47%			
CILE6016b	Number of non-Selby District schools engaged with	Quarterly / Annual	17	18			
CILE6017	Percentage of schools accessing school coaching service	Quarterly / Annual	21%	18%			
CILE6018	Number of school visits to leisure centres / Park	Quarterly / Annual	432	819			
CILE6019	Number of children supported on school programmes	Quarterly / Annual	12,941	6,123			
CILE6020	Number of apprenticeships established	Quarterly / Annual	3	19			
CILE6021	Percentage of GP referral participants completing IPAQ at 12 weeks	Quarterly / Annual	57%	66%			
CILE6022	Percentage of GP referral participants increasing physical activity at 12 weeks (of those that complete IPAQ)	Quarterly / Annual	88%	35%			
CILE6023	Percentage of GP referral participants increasing physical activity levels at 12 months	Quarterly / Annual	-	-			
GIAC0001	Number of people accessing Macmillan programme	Annual	28	0			

GIAC0002	Number of volunteers on the Macmillan programme	Annual	2	0			
GIAC0003	Number of new programmes within the Macmillan programme	Annual	0	0			
GIHL001	Number of individuals completing the weight management (MILI) programme	Quarterly / Annual	1,526	327			
GIHL0003	Individuals completing MILI programme and achieving 5% weight loss after 6months	Quarterly / Annual	782	204			
GIHL0004	Number of new clients accessing the MILI programme	Quarterly / Annual	2,264	99			



Report Reference Number: S/19/10

To: Scrutiny Committee
Date: 26 September 2019
Author: Fiona Derbyshire, Planning Enforcement Officer
Lead Executive Member: Councillor Richard Musgrave, Executive Lead Member for Place Shaping
Lead Officer: Martin Grainger, Head of Planning

Title: Planning Enforcement and Section 215 Notices

Summary:

This report explains the Local Planning Authority's (LPA's) power to issue as well as the scope of Section 215 Notices and discusses the practical implications and effectiveness of doing so. It also provides data on the use of such notices within the Planning Enforcement team and other authorities.

Recommendation:

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

1. Background

- 1.1 The Scrutiny Committee requested a report asking about performance in Planning Enforcement and detailing what action has been taken under Section 215 (s.215) of the Town & Country Planning Act (1990).
- 1.2 Research has been undertaken of the legislation, the Council's use of s.215 and benchmarking data collected from nearby authorities.
- 1.3 Service performance has been examined.

2. Performance

- 2.1 Service performance has been assessed with the additional resources committed in June running to October 2019. The backlog has reduced from 400 to 106 in that time. Formal complaints have reduced and the external and Member perception of the service has largely improved cemented by the agreement and implementation of the Planning Enforcement Management Plan

in January of this year. A sub-group is being set up to monitor enforcement performance.

3. Legal Powers

- 3.1 Section 215 of the Town and Country Planning Act 1990 provides a discretionary power to LPA's to require the owner and occupier of the land to take steps requiring land to be cleaned up when its condition adversely affects the amenity of the area. Where it is considered that the amenity of an area is being adversely affected a notice (s.215 notice) may be served on the owner and occupier requiring that the situation be remedied.
- 3.2 'Amenity' is not formally defined in the legislation or procedural guidance, and so it is a matter of fact and degree and common sense. As such judgement is subjective it is open to ready challenge. The Office of the Deputy Prime Minister's Best Practice Guide advises that negotiation or threat should be used to effect improvement and formal action taken only when this fails. SDC Planning Enforcement has a number of successful cases where threat elicited effective responses with no additional cost. To provide examples images will be shown at Committee. Each case investigated is different and what would not be considered amenity in one area might well be considered so in another. LPAs therefore need to consider the condition of the site, the impact on the surrounding area and the scope of their powers and resource in tackling the problem before they decide to issue a s.215 notice.
- 3.3 S. 215 can be an extremely effectively power and can be used to remedy the condition of large vacant industrial sites, town centre street frontages, rural sites, derelict buildings, and semi-complete development as well as the more typical rundown residential properties and very overgrown gardens. The scope of works that can be required in a s. 215 notice is wide and includes planting, clearance, tidying, enclosure, demolition, re-building, external repairs and repainting.
- 3.4 A s.215 notice is served on the owner and occupier. At least 28 days has to be given. It sets out the steps that need to be taken and the time within which such steps need to be carried out. In preparing notices it is critical that LPAs ensure that the works specified by a notice do not themselves result in a breach of planning control eg: unlawful works to a listed building or material alterations to premises for which planning permission should be sought.
- 3.5 If any owner or occupier of the land on whom the notice was served fails to comply with the steps set out in the notice within the timescales specified, they will be guilty of an offence and liable on summary conviction to a fine of up to £1000 on prosecution through Magistrate's Court. In addition, where any steps required have not been taken, the LPA may enter the land and take those steps, and recover from the owner of the land any expenses reasonably incurred by them in doing so (known as direct action or works in default). However, in practice such monies are often not recovered. Neighbouring authorities have advised there is often difficulty in establishing ownership or of owners having the funds to return costs. Where costs can be raised as a charge on the property this is only effective where the property is sold or where Council tax payments

are being met by an owner or occupier. In practice both Leeds and Doncaster LPA's no longer take such action because of the amount of unrecovered costs.

3.6 There is a right of appeal against a s. 215 notice to the Magistrates Court. The grounds of appeal are set out in statute as follows:

- The condition of the land does not detrimentally affect the amenity of the area;
- The steps required by the notice exceed what is required to remedy the detrimental effect on the amenity of the area;
- The condition of the land is as a result, in the ordinary course of events from, the carrying on of operations or a use of land pursuant to a lawful planning permission; or
- The time allowed by the notice to complete the required steps is not reasonable (i.e. is not sufficient).

Where an appeal is brought the s.215 notice does not take effect pending the outcome of the appeal. When determining the appeal the Magistrates' Court shall give directions to quash the notice, uphold it, or varying the terms of the notice in favour of the appellant. Such action incurs the cost of legal representation.

4. Principles

4.1 S.215 Notices in practice

4.2 The use of s.215 notices can be both complaint-driven and proactive. It is one of a number of provisions available to LPAs for protecting amenity. It can be carried out as a stand-alone process or in conjunction with other enforcement measures. It is a relatively straightforward power to use and can deliver extremely good results.

4.3 Prior to serving any notice it is good practice to enter into pre notice discussion with the owner and occupier of the land concerned (Office of the Deputy Prime Minister's Best Practice Guide). Whilst this may extend the time it takes to remedy the condition of the land, in practice there is evidence of high compliance prior to a notice being served and it is a useful defence in appeal considerations.

4.4 Whether to serve a notice should be determined on the specific facts of a situation taking into account local circumstances and the requirements of the notice should not exceed what is the minimum requirement to remedy the condition of the land whilst allowing sufficient time for those steps to be taken. This means that where a notice may be appropriate in one area for one circumstance it may not be in another area.

4.5 Whilst there are criminal penalties for non-compliance with a notice, this of itself will not result in the condition of the land being remedied where owners do not have the means. Conversely, whilst works in default will remedy the condition of the land, in practice they involve expenditure on the part of the LPA (for which a budget provision is required) and may result in no costs recovered.

4.6 In Selby the following number of s.215 cases have been logged since 2015:

- 2015 - 14
- 2016- 19
- 2017 - 14
- 2018 - 10
- 2019 – 10 to date

No s.215 notices have been served since 2016.

In addition we have looked in detail into the s.215 cases we have dealt with during 2018 and 2019.

2018 – 10 cases (of which 5 were unfounded, 2 were resolved through negotiation and 3 are ongoing).

2019 – 14 cases have been received so far this year (5 cases were unfounded, 2 resolved through negotiations and 7 are ongoing).

In addition Officers have worked with Empty Homes colleagues to resolve issues and are working with the Communities and Partnership team to address ASB problems in Selby Town Centre. Most of the above cases were resolved through negotiation by officers or threat of s.215 action. One alternative used by other authorities and recommended by the Office of the Deputy Prime Minister's Best Practice paper (2005) is 'direct action or works in default'. Whilst costs for this can technically be recovered it would require setting a budget for the works to be carried out and accepting that costs may never be recovered.

4.7 **Benchmarking**

We have looked into the performance of other LPA's in relation to S215 Notices.

Leeds CC	6	2016
York	2	2016
Ryedale DC	0	2016
Selby DC	2	2016
East Riding	4	2016

2016 data was used as this is the only year that Selby has served s.215 notices in recent years and could therefore compare directly.

All of the above authorities advised that the threat of s.215 Notice was as effective as the service of notices in the majority of cases and that notices represented a last resort. LPA's such as Doncaster who have been cited by the Office of the Deputy Prime Minister Best Practice paper (2005) achieved this largely by the use of 'direct action' to carry out the works where negotiation failed. Notices and subsequent prosecutions were only used in a small number of cases where this failed. They report they have had limited success in recovering costs for this and have now lost their budget for such action due to financial constraints.

4.8 Other Powers

The Anti-social Behaviour (ASB), Crime and Policing Act 2014 gives power to authorities to issue Community Protection Notices to any person whose conduct is unreasonable, persistent or continuing and detrimental to the quality of life of others in the area. These powers can be used by Communities and Environment Departments to tackle persistent rubbish issues and the powers are wider than s215 of the Town and Country Planning Act as they are conduct based rather than subjective judgements on amenity with high risk of challenge. Such challenge is heard in Magistrates Court and subject to non-planning interpretation and judgement. Failure to comply with an ASB notice can result in a Fixed Penalty notice and fine. These alternative measures face less risk of challenge and costs but need to be assessed against resources available and the appropriate authority.

5. Legal/Financial Controls and other Policy matters

5.1 Legal Issues

Serving notice under s.215 is a prescribed practice which officers use as a discretionary power exercised in accordance with any policy adopted and enforcement principles and priority as set out in the Planning Enforcement Management Plan. The legal position is set out in the body of this report.

6. Financial Issues

6.1 The Planning Enforcement Management Plan (PEMP) sets priorities and working practice for Planning Enforcement within existing resource and action under s.215 sits within this. However, officer time associated with the serving of any s.215 notices and any subsequent actions resulting from them have to compete with other Planning Enforcement and Legal Services priorities.

6.2 Untidy sites are identified as medium to low priority in the PEMP unless relating to Conservation areas, Listed Buildings or protected trees establishing current practice within budget. The use of 'direct action' to take remedial action has proven to be very effective means of securing compliance of action under s.215 but this would require the allocation of a new budget as it is not always possible to recover costs and often incur delay in doing so. The LPA would consider such action on a case by case basis and take into account the financial implications at the time.

6.3 The increased serving of s.215 Notices is subject to appeal and would risk legal challenge with associated costs as such matters are heard in public courts. This would require additional budget.

7. Conclusion

S.215 notices can be a proactive and effective enforcement tool to remedy the condition of land or buildings which are considered to be detrimental to the amenity of the area. Informal action has been found to be equally effective in most cases. Best practice identified that the most effective means of managing such cases is by means of 'direct action' but this would require an additional budget allocation. Depending upon the specific issue that needs addressing other enforcement tools may be more effective.

Contact Officer:

Fiona Derbyshire, Planning Development Officer
fderbyshire@selby.gov.uk
Ext 42064



Report Reference Number: S/19/11

To: Scrutiny Committee
Date: 26 September 2019
Status: Key Decision
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Cllr Chris Pearson, Lead Executive Member for Housing, Health and Culture
Lead Officer: June Rothwell, Head of Operational Services

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

Summary:

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

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

Recommendation:

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

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in scrutinising the performance of the Council and that of its partner organisations and other agencies delivering services within the Selby District. The information contained within the report presents work to ensure that the Council has a financially viable HRA Business Plan to both invest in current stock and increase overall housing supply in the District. Comments are invited from the Committee as part of the consultation on the draft HRA Business Plan and Action Plan 2020-2025.

1. Introduction and background

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

2. The Report

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

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

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

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

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

4.5 Resource Implications

None applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

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

5. Conclusion

5.1 The Policy Review Committee discharges elements of the Council's statutory overview and scrutiny functions; the Committee's comments and observations

on the draft HRA Business Plan and Action Plan 2020-2025 are welcomed.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report – 5 September 2019

Further appendices to the Executive report are also included:

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

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

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

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

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

Contact Officer:

Victoria Foreman
Democratic Services Officer
vforeman@selby.gov.uk
01757 292046

This page is intentionally left blank



Report Reference Number: E/19/15

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

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

Summary:

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

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

Recommendations:

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

Reasons for recommendation:

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

1 Introduction and background

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

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

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

2 The Report

Current Position

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

Three new objectives

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

Financing the plan

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

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

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

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

Consultation and next steps

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

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

Key Deliverables

2.11 These include:

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

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

3 Implications

3.1 Legal Implications

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

3.2 Financial Implications

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

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

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

3.3 Policy and Risk Implications

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

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

3.4 Corporate Plan Implications

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

3.5 Resource Implications

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

3.6 Equalities Impact Assessment

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

4 Conclusion

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

5 Background Documents

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

6 Appendices

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

Contact Officers:

Sarah Thompson
Housing and Environmental Health Service Manager
Selby District Council
sthompson@selby.gov.uk

Hannah McCoubrey
Housing Strategy Officer
Selby District Council
hmccoubrey@selby.gov.uk

(Appendix i of Executive Report)



Housing Revenue
Account Business Plan
2020 – 2025

DRAFT

Contents

Foreword.....	i
1. Introduction	1
2. Delivery and Standards.....	2
3. Our Vision	4
4. Context: Local and National	6
5. Objective 1: Ensure good quality housing within the district which helps meet the needs of our local community	10
6. Objective 2: To provide a first-rate housing management service which makes the best use of our existing stock	15
7. Objective 3: Deliver a financially sustainable service which demonstrates value for money and ensures that investment is targeted to Council priorities.	20
8. Our finances.....	24
9. Consultation	30
10. Summary and Conclusion	32
Appendix A: HRA Business Plan Action Plan 2020 - 2025	
Appendix B: 3 Year Capital Investment Programme 2019 - 2022	
Appendix C: Selby District Council's 30 year Financial Forecast and Key Assumptions	
Appendix D: Risk Register	

Foreword

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

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

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

1. Introduction

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

2. Delivery and Standards

Operations

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



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

National Standards

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

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

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

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

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

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

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

The six principles of a HRA:

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

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

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

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

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

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

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

3. Our Vision

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

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

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

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

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

4. Context: Local and National

Selby District

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



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

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

Housing supply and demand in the district

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

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

4.7 The profile of our applicants has been summarised below:

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



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

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

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

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

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

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

National context and legislative changes

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

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

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

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

What we have achieved so far:

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



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

What we want to focus on next:

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

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

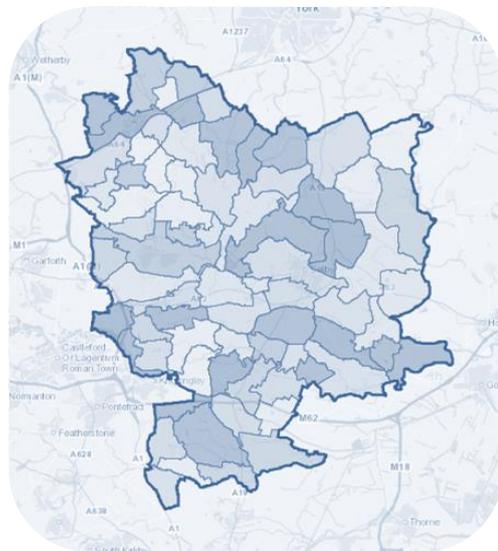


5.6 **Energy efficiency:** As part of increasing tenancy sustainability, a key focus will also include improved energy efficiency, particularly in our off-gas properties where we need to consider alternative heating sources; with an acknowledgement that current traditional alternative can be expensive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

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

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

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



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

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

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

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



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

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

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

Summary of actions going forward:

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

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

What we have achieved so far:

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

What we want to focus on next:

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



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

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



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

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

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

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



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

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

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

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

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

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

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

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



Summary of actions going forward:

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

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

What we have achieved so far:

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



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

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

What we want to focus on next:

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

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

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

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

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

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

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

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



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

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

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

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

Summary of actions:

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

8. Our finances

Background

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

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

Our financial outlook

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

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

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

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

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

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

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

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

Capital Investment

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

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

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

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

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

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

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

Housing Development and Acquisition

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

Our Financial Outlook going forward

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

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

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

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

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

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

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

9. Consultation

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

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

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

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

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

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

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

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

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

10. Summary and Conclusion

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

This page is intentionally left blank

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

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

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

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

This page is intentionally left blank

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

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

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

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

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

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

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

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

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

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

						replacement. Aimed at replacing 2 stations p.a.
--	--	--	--	--	--	---

Appendix C of Executive Report

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

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

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

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Mid Case Scenario															
	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49
KEY ASSUMPTIONS															
Inflation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Sales	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Estimated New Build	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Rent Increase CPI + 1%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Dwellings (Mid Year Average)	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044	3,044
Average Rent - Rent Restructuring	128.42	132.27	136.24	140.33	144.54	148.87	153.34	157.94	162.68	167.56	172.58	177.76	183.10	188.59	194.25
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-18,763,587	-19,326,494	-19,906,289	-20,503,478	-21,118,582	-21,752,140	-22,404,704	-23,076,845	-23,769,150	-24,482,225	-25,216,691	-25,973,192	-26,752,388	-27,554,960	-28,381,608
Void loss	-375,272	-386,530	-398,126	-410,070	-422,372	-435,043	-448,094	-461,537	-475,383	-489,644	-504,334	-519,464	-535,048	-551,099	-567,632
Provision for Bad & Doubtful Debts	-404,543	-416,679	-429,180	-442,055	-455,317	-468,976	-483,045	-497,537	-512,463	-527,837	-543,672	-559,982	-576,781	-594,085	-611,907
Net Rent Income	-17,983,772	-18,523,285	-19,078,984	-19,651,353	-20,240,894	-20,848,121	-21,473,564	-22,117,771	-22,781,304	-23,464,743	-24,168,686	-24,893,746	-25,640,559	-26,409,775	-27,202,069
% Increase in Rent	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
REVENUE FINANCING															
Dwellings Rents	-17,983,772	-18,523,285	-19,078,984	-19,651,353	-20,240,894	-20,848,121	-21,473,564	-22,117,771	-22,781,304	-23,464,743	-24,168,686	-24,893,746	-25,640,559	-26,409,775	-27,202,069
Garage Rents	-138,074	-140,836	-143,653	-146,526	-149,456	-152,445	-155,494	-158,604	-161,776	-165,012	-168,312	-171,678	-175,112	-178,614	-182,186
Total Resources (£)	-18,121,846	-18,664,121	-19,222,636	-19,797,879	-20,390,350	-21,000,566	-21,629,058	-22,276,375	-22,943,080	-23,629,755	-24,336,998	-25,065,424	-25,815,670	-26,588,389	-27,384,255
REVENUE BUDGET															
Operational Services	2,587,506	2,639,256	2,692,041	2,745,882	2,800,799	2,856,815	2,913,952	2,972,231	3,031,675	3,092,309	3,154,155	3,217,238	3,281,583	3,347,214	3,414,159
Commissioning Contracts & Procurement	149,450	152,439	155,488	158,598	161,770	165,005	168,305	171,672	175,105	178,607	182,179	185,823	189,539	193,330	197,197
Contingency	97,020	98,961	100,940	102,959	105,018	107,118	109,261	111,446	113,675	115,948	118,267	120,633	123,045	125,506	128,016
CEC Recharge from General Fund	3,458,222	3,527,386	3,597,934	3,669,893	3,743,291	3,818,156	3,894,520	3,972,410	4,051,858	4,132,895	4,215,553	4,299,864	4,385,862	4,473,579	4,563,050
Savings Target															
Debt Management Costs	7,762	7,917	8,075	8,237	8,401	8,569	8,741	8,916	9,094	9,276	9,461	9,651	9,844	10,041	10,241
Investment Interest - Notional Sum	-181,599	-186,139	-190,792	-195,562	-200,451	-205,462	-210,599	-215,864	-221,260	-226,792	-232,462	-238,273	-244,230	-250,336	-256,594
Repayment of HRA Reform Loan (Interest)	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150	1,254,150
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	8,010,266	8,131,726	8,255,591	8,381,911	8,510,733	8,642,108	8,776,084	8,912,715	9,052,297	9,192,394	9,337,005	9,481,238	9,625,093	9,768,568	9,911,664
Net Service Surplus / Deficit before contribution to MRR & CAA	-10,111,580	-10,532,395	-10,967,045	-11,415,968	-11,879,617	-12,358,458	-12,852,974	-13,363,660	-13,900,783	-14,478,783	-15,093,362	-15,815,693	-16,588,339	-17,431,207	-18,345,191
Voluntary MRP for Self-Financing Debt	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	0	0	0	0	0	0	0
Assumed Voluntary MRP for HDP	1,566,900	1,677,188	1,789,682	1,904,426	2,021,464	2,140,844	2,262,611	2,386,813	2,513,499	2,642,719	2,774,524	2,908,964	3,028,805	3,137,047	3,256,257
Assumed HDP Interest	1,072,055	1,146,830	1,223,101	1,300,897	1,380,249	1,461,189	1,543,747	1,627,956	1,713,849	1,801,460	1,890,824	1,981,974	2,060,944	2,130,157	2,207,885
Net Resources Transferred to Major repairs Reserve	-5,190,975	-5,426,727	-5,672,612	-5,928,995	-6,196,253	-6,474,776	-6,764,967	-7,067,242	-7,381,534	-7,707,620	-8,044,524	-8,392,548	-8,751,701	-9,122,004	-9,503,619
Major Repairs Reserve															
Opening Balance	28,755,987	31,143,552	29,609,496	27,903,208	26,205,821	24,361,209	22,946,233	26,404,435	23,721,438	18,005,322	12,283,781	6,328,073	-146,458	-6,854,011	-14,162,829
Transfers															
Revenue Contributions	-5,190,975	-5,426,727	-5,672,612	-5,928,995	-6,196,253	-6,474,776	-6,764,967	-7,067,242	-7,381,534	-7,707,620	-8,044,524	-8,392,548	-8,751,701	-9,122,004	-9,503,619
Assumed Capital Programme	7,578,540	3,892,671	3,966,324	4,231,608	4,351,641	5,059,799	10,223,169	4,384,244	4,535,320	4,857,641	4,964,638	4,800,869	4,968,576	4,808,883	5,796,002
Closing Balance	31,143,552	29,609,496	27,903,208	26,205,821	24,361,209	22,946,233	26,404,435	23,721,438	18,005,322	12,283,781	6,328,073	-146,458	-6,854,011	-14,162,829	-20,926,720
CFR/Cashflow															
Opening Balance	-44,623,238	-48,471,788	-52,430,627	-56,501,959	-60,688,035	-64,991,149	-69,413,643	-73,957,904	-61,833,367	-64,346,866	-66,989,585	-69,764,109	-72,673,073	-75,701,878	-78,838,925
Less unfinanced capital expenditure (internal borrowing)															
Add Voluntary MRP	-3,848,550	-3,958,838	-4,071,332	-4,186,076	-4,303,114	-4,422,494	-4,544,261	-4,668,463	-2,513,499	-2,642,719	-2,774,524	-2,908,964	-3,028,805	-3,137,047	-3,256,257
Less Debt Repaid								16,793,000							
Closing Balance	-48,471,788	-52,430,627	-56,501,959	-60,688,035	-64,991,149	-69,413,643	-73,957,904	-61,833,367	-64,346,866	-66,989,585	-69,764,109	-72,673,073	-75,701,878	-78,838,925	-82,095,182
Net Cashflow	-17,328,237	-22,821,131	-28,598,751	-34,482,214	-40,629,940	-46,467,410	-47,553,468	-38,111,929	-46,341,544	-54,705,804	-63,436,035	-72,819,531	-82,555,889	-93,001,754	-103,021,902

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

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

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

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

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

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

SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN (Based

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

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

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

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

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

Appendix D of Executive Report: HRA Risk Register

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

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

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

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

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

This page is intentionally left blank



Report Reference Number: S/19/12

To: Scrutiny Committee
Date: 26 September 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

Title: Corporate Performance Report – Quarter 1 – 2019-20 (April to June)

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.

This report was considered by the Executive at its meeting on 5 September 2019.

Recommendation:

The Scrutiny Committee is asked to consider the content 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 section 1 of the report considered by the Executive on 5 September 2019 attached to this report at Appendix A.

2. The Report

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

3. Alternative Options Considered

None applicable.

4. Implications

4.1 Legal Implications

Effective Scrutiny arrangements form part of the governance framework of the Council. Please see section 4 of the report considered by the Executive on 5 September 2019 attached at Appendix A to this report.

4.2 Financial Implications

Please see section 4 of the report considered by the Executive on 5 September 2019 attached at Appendix A to this report.

4.3 Policy and Risk Implications

Please see section 4 of the report considered by the Executive on 5 September 2018⁹ 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 section 4 of the report considered by the Executive on 5 September 2019 attached at Appendix A to this report.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see section 4 of the report considered by the Executive on 5 September 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 – 5 September 2019

Appendix B – Corporate Performance Report Quarter 1 2019-20

Contact Officer:

Victoria Foreman
Democratic Services Officer
vforeman@selby.gov.uk
01757 292046

This page is intentionally left blank

Report Reference Number: E/19/11

To: Executive
Date: 5 September 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 & Improvement

Title: Corporate Performance Report - Quarter 1 – 2019/20 (April to June)

Summary:

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

Recommendations:

- i. The report is noted 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.
- 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 The Corporate Performance Report (see Appendix A) sets out the detail in terms of progress (or otherwise) against the Council's priorities.

1.4 The start of a new reporting year has provided us with an opportune time to review the KPIs currently included in the quarterly performance report. As a result, a number of KPIs have been replaced and new ones developed. These KPIs will allow us to better understand and monitor performance. We will also be reviewing KPIs again as part of the Corporate Plan review. Details of new KPI are shown below.

1.5 Property Services

New KPI – 2019/20	Replaces
<i>Average days to re-let standard void types</i>	<i>Average time taken to re-let vacant Council homes</i>
<i>Average days to re-let major void types</i>	
<i>Average days to re-let refurbishment void types</i>	
Changes/rationale: Voids separated into distinct categories. This will provide a more accurate understanding of the level of works required in each property in order to bring it back in to use.	

1.6 Leisure Services

New KPI – 2019/20	Replaces
<i>% active members participating in 1 or more sessions a week</i>	<i>% of active Lifestyle members participating in 1 or more sessions per week</i>
Changes/rationale: Now includes those who have paid a monthly membership fee, in addition to Lifestyle concession card holders (e.g. disable, carer, jobseeker etc.). This will provide a more accurate understanding of leisure centre usage.	
<i>% participants completing a health referral programme (%)</i>	<i>Number of GP referrals</i>
Changes/rationale: Now includes Move It and Lose It (MILI), the adult weight management health referral programmes run by IHL, in addition to GP referrals. This will allow us to measure those who have finished either a 12 week MILI or GP referral course.	
<i>% conversions to full membership from participants taking part in a health referral</i>	<i>N/A – new KPI</i>
Changes/rationale: This new KPI will enable us to measure the % of health programme participants who	

go on to become members of either Selby or Tadcaster leisure centre.	
New KPI – 2019/20	Replaces
<i>Number of memberships at combined leisure centres</i>	<i>Number of Lifestyle members as a % of the population</i>
Changes/rationale: Now includes those who have paid a monthly membership fee, in addition to Lifestyle concession card holders (e.g. disable, carer, jobseeker etc.). This will enable us to measure levels of all membership types.	

1.7 Waste Services

New KPI – 2019/20	Replaces
<i>Number of missed waste collections</i>	<i>Number of missed bins per 1,000 collections</i>
Changes/rationale: Now includes green waste bins and recycling box collections, in addition to refuse bins. This will help us to monitor the number of justified missed collections.	
<i>Residual Household waste per household (in Kg)*</i>	<i>N/A (currently measured, but not included in the quarterly corporate performance report)</i>
Changes/rationale: This will help us to monitor how effective the council is in assisting residents in the district to reduce their waste.	
<i>Household waste recycled (%)*</i>	<i>N/A (currently measured, but not included in the quarterly corporate performance report)</i>
Changes/rationale: This will help us to monitor how effective the council is in maximising the % of waste reused, recycled and composted.	

* KPI figure reported relates to previous quarter due to delay in availability of data.

2. Reporting Period

2.1 The specific focus of this report covers the period April to June 2019. The Corporate Plan 2015-20 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities.

2.2 Summary of progress

Quarter 1

To summarise progress in quarter 1:

- 52% of KPIs are showing improvement over the longer term, or have maintained 100% performance (this is the same figure as reported in Q1 2018/19).
- 65% of KPIs are on target - a further 15% of KPIs are within five percent of target.

2.3 What went well in quarter 1

- Average days to process new benefit claims – 14.33 days against a target of 22 days. Improvements made to the Northgate system have allowed some automation of Universal Credit awards. This has speeded up processing of these changes, freeing up assessor time to concentrate on other claims.
- Missed waste collections – In quarter one there were 676,288 scheduled collections from 37,036 properties for refuse and recycling and 32,470 properties for green waste – 99.96% of collections were completed as scheduled.
- Major planning applications – 100% (9 out of 9) dealt with within the statutory or extension of time limit, against a target of 60%.
- Empty homes – 7 brought back into use – 5 through advice and 2 received financial assistance through a grant and a loan.
- Stage one corporate complaints – 96% received a response within the required timescale.

2.4 What did not go so well in quarter 1 – and what are we doing about it

- Re-let standard/major/refurbishment void types – the re-let performance indicators have now been separated out in to 3 distinct categories - standard, major and refurbishment. Introducing these categories has provided us with a more accurate understanding of the level of works required in each property in order to bring it back in to use. During Q1 a total of 69 void properties were completed (47 standard and 22 major). The average re-let time for standard and major voids has improved, but remains below target. The improvement has continued in July where standard voids are now at 23 days, above target.
- Employee sickness – the average days sickness for Q1 was 8.9 days per FTE. This is higher than the target of 5 days and, whilst similar to the previous quarter it is significantly higher than the same period last year. (7.3 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 to support absentees back to work. We have invoked ill health capacity proceedings where appropriate. A review of the absence management policy is underway.
- Non-major planning applications – current performance on minor applications is down from the last quarter and the figure of 66% is below the 70% national designation targets set by the government for minor

applications. This is a reflection of capacity issues within the service that we are actively addressing. Current performance on other applications remains the same as last quarter at approximately 73%. However this should continue to improve through staff recruitment.

- Health referral programmes – 24% completed - A number of participants in the health referral programmes have converted to full membership before the end of the programme. As a result this new KPI is below target, but membership conversions are above target.
- Emergency/urgent housing repairs – performance is lower than it has been in previous quarters as a result of a slight change in the way in which the figures are calculated. In previous quarters, repairs undertaken to void properties which have an emergency or urgent schedule of rate code attached to them have been included within the performance figures. In many cases, operatives completing such repairs within void properties are already on site undertaking other works; therefore omitting these provides a more accurate assessment of the performance of our Responsive Repairs service.
- Planned savings achieved – the expected outturn for the year is that the target will not be met. Please refer to the full breakdown of the savings position in the finance report.

3. Alternative Options Considered

N/A

4. Implications

N/A

4.1 Legal Implications

None

4.2 Financial Implications

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

4.3 Policy and Risk Implications

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

4.4 Corporate Plan Implications

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

4.5 Resource Implications

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

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

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

5. Conclusion

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

6. Background Documents

None

7. Appendices

Appendix A: Corporate Performance Report Quarter 1 2019/20

Contact Officer:

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



Delivering corporate priorities

Corporate Performance Report

Quarter 1 2019/20

Delivering corporate priorities: Summary Q1 2019/20

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:

- **Eggborough Power Station - Saint Francis Group** acquired 130 acres of the site with potential for commercial use. The rest of the site, owned by Eggborough Power Ltd, has been retained to construct a new gas-fired power station.
- **Sherburn Growth and Infrastructure Plan** has made positive progress. A full transport model will be required. Stage Two will focus on aligning priorities, actions and approach of the two local authorities to facilitate economic growth.
- **M62 Strategic Development Zone Study** has moved forward with contracts being awarded for the commission. Wakefield Metropolitan Council and WYCA are also now supporting.
- **Transforming Cities Fund** - Our multi-million pound bid - focused on improving access to the station and linkages to the town centre – is included in the top priority group for the Leeds City Region.
- **Sedalcol** has committed to a £50m investment in their Selby site - planning applications have been submitted;
- **Place marketing** – a new website is being developed; we have negotiated a number of partnerships with regional and local media to promote the district 'offer'; and have created a new promotional video to support the Church Fenton development.

What are we concerned about:

- **Resources** - Converging deadlines for a number of major projects is putting increased pressure on stretched staffing resources. Recent recruitment will assist but delays in candidates' start dates and the need for induction and learning will continue through the calendar to year end.

Improve employment opportunities

(D Caulfield)



What's gone well this quarter:

- Three businesses previously supported by SDC have just been recognised for their achievements in the Leeds City Region (LCR) **Digital Enterprise - Digital Top 100**; they are Cloud CoCo and Seven Video (both at Church Fenton) and Selby-based Semperfli.
- SDC has led a sub-regional meeting aimed at **connecting areas of deprivation** (including Flaxley Road and Abbots Road) with employment opportunities.

What are we concerned about:

- N/A

Improve access to training and skills for work

(D Caulfield)



What's gone well this quarter:

- **New skills initiatives** from LCR (40% funding) and YNYER (100% funding) for training support solutions, to meet immediate and medium term business needs, with particular attention to existing skills gaps.
- We have formed a **Selby Schools Cluster** programme in partnership with Drax Power Ltd that has supported 7 schools to develop STEM learning approaches. This included 3 schools winning awards at the Greenpower Hull Street race in April for design, build and race of electric cars.

What are we concerned about:

- N/A

Help Selby, Tadcaster and Sherburn reach their potential

(D Caulfield)



What's gone well this quarter:

- **Selby 950** - Look North coverage of SDC's success - receiving over £110k grant funding from Arts Council & National Lottery Heritage Fund. SDC also supported Selby Abbey's successful bid for £45k from NLHF for a 2yr Community Development Officer - building legacy plans from the events. Picnic in the Park, Abbey exhibitions and Library events attracted a diverse range of residents.
- **Town Revitalisation** work – the Selby town centre baseline report was completed and stakeholder engagement sessions are now in progress;
- **UCI** world race championships and Yorkshire 2019 para cycling emergency planning sessions completed - preparations underway for September 2019, particularly Tadcaster.

What are we concerned about:

- N/A

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

(Lead Director: D Caulfield)

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

- **Affordable Housing** – 28 completions across the district, of which 18 were for affordable rent through Selby District Housing Trust - 6 in Ulleskelf and 12 in Selby;
- **Empty Homes** – 7 brought back into use, 1 of which is now let at an affordable rent through the Housing Options Tenant Finder scheme;
- **Landlord's Forum event** with the National Landlords Association - free information, advice and networking event held on 6 June.

What are we concerned about:

- N/A

Improving healthy life choices

(D Caulfield)

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

- **Tour de Yorkshire** – delivery of the Tour de Yorkshire Stage 1 Selby finish, attracted thousands of local to international spectators. Police figures of 160k viewers for the stage;
- **Selby Park** – improvement completed to encourage activity and cycling. New signage, and a 'friends' group planned to shape the use of the park for local residents. Inspiring Healthy Lifestyles working with British Cycling on legacy plans;
- North Yorkshire and York **Safeguarding Week 2019** – SDC worked with local partners to host two awareness sessions about Modern Slavery;
- Ecological and Woodland Management assessment of **Brayton Barff** completed to enable SDC to better understand how to manage the public green space going forward and encourage local community partnerships to manage the land.

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:**

- **Recycling consultation** – excellent level of engagement with over 6700 responses. Effective use of alternative media e.g. short animation;
- **District Council, Parish and European Parliamentary Elections** successfully delivered in the same month.

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:**

- **Selby Big Local** – supporting the community led group to buy a property on Flaxley Road to become a local community hub in the area.

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:**

- **Scanstation** – customer self-scanning rolled out at the Customer Contact Centre for Revenue and Benefit forms – excellent take up rate. Potential to roll out to other service areas;
- **Uniform Enterprise** - implemented in Planning to improve workflow and performance management;
- **Digital microfiche scanner** installed in Planning to aid staff/customers to view older Planning applications.

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:

- **Police relocation** – the Police have now fully moved in to the Civic Centre and the official opening took place in June;
- Anti-Social Behaviour - a multi-agency **case management system** introduced for Safer Selby Hub and local partners, to support problem solving in the community;
- A multi-agency session with Housing, Adults Social Care and Mental Health services to identify better ways in which to support more complex cases in the community.

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 five contracts for Selby 950 events including Selby Abbey illumination, print and design services and Parade organisation;
- Procured and awarded contracts for UCI event management, Quantity Surveying services, Ecological assessment of Brayton Barff, fencing of Bridle Walk play area and new IT network firewall.

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:

- Excellent **social media** performance including regular top 50 gov, especially on back of Tour de Yorkshire etc.

What are we concerned about:

- N/A

Helping people access services digitally
(J Slatter)



What's gone well this quarter:

- **Digital workforce** - introduced over 200 employees to the different function of Office365 – a key step in ensuring the new software delivers real improvements to how we work;
- **Replacement of old servers** completed to help us achieve PSN compliance – allowing us to continue to access central government systems, e.g. DWP;
- **Cyber Awareness** – training delivered to over 100 employees – with more planned;
- **Secured data improvements:** removed over 23,000 duplicate records on our Lang charges system;
- **GeoPlace Gold Award** – achieved for our accurate address data.
- **Members IT** – all new councillors set up with tablet computers following the district council elections

What are we concerned about:

- N/A

Delivering corporate priorities: Exceptions Q1 2019/20

Summary

52%

KPIs improved¹

65%

KPIs on target

Indicator/action	Exception	Actions/Comments
Positive performance - KPIs		
Average days to process new benefit claims (total)	Target exceeded	14.33 days against a target of 22 days. Improvements made to the Northgate system have allowed for some automation of Universal Credit awards. This has speeded up the processing of these changes freeing up assessor time to concentrate on other claims.
% conversions to full membership from participants in health referral programmes	Target exceeded	155% (target 30%) - Participants do not always take up a membership straight after completing a referral programme which is why the current figure is 155%. It includes some participants who completed a programme prior to the start of this quarter.
% major applications within statutory or extension of time	Target exceeded	100% against a target of 60% - 9 out of 9 applications dealt with within time
Number of missed waste collections	Target met	In Q1 there were 676,288 scheduled collections(refuse, green waste and recycling) – 99.96% of these were completed as scheduled
Total number of Empty Homes (6 months +) brought back into use through direct action	Target exceeded	7 empty homes were brought back into use in Quarter 1, against a target of 5. Of these, 5 received advice and 2 received financial assistance through a grant and a loan.
% stage 1 corporate complaints fully responded to in required timescale	Target exceeded	96% of stage one complaints were responded to in time. The figure for the previous quarter and for Q1 last year was 94%. This performance exceeds the target of 90%.

¹ Improved, or maintained at 100% performance, as in the % stage 2 corporate complaints indicator.

Delivering corporate priorities: Exceptions Q1 2019/20

Summary

52% KPIs improved

65% KPIs on target

Indicator/action	Exception	Actions/Comments
Performance concerns - KPIs		
Average days to re-let Standard/Major/Refurbishment voids	Target not met (for standard and major)	The re-let performance indicators have now been separated out in to 3 distinct categories - standard, major and refurbishment. Introducing these categories has provided us with a more accurate understanding of the level of works required in each property in order to bring it back in to use. During Q1 a total of 69 voids were completed (47 standard and 22 major). The average re-let time for standard and major voids has improved, but remains below target. The improvement has continued in July where standard voids are now at 23 days, above target.
Average days sick per FTE (full time employee) Rolling 12 months	Target not met	Average days sickness for Q1 was 8.9 days per FTE. This is higher than the target of 5 days and, whilst similar to the previous quarter it is significantly higher than the same period last year. (7.3 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 to support absentees back to work. We have invoked ill health capacity proceedings where appropriate. A review of the absence management policy is underway.
% of non-major applications within statutory or extension of time limit	Target not met	Current performance on minor applications is down from the last quarter and the figure of 66% is below the 70% national designation targets set by the Government for minor applications. This is a reflection of capacity issues within the service that we are actively addressing. Current performance on other applications remains the same as the last quarter at approximately 73%. However this should continue to improve through staff recruitment.
% participants completing health referral programme	Target not met	24% against a target of 54% - A number of participants in the health referral programmes have converted to full membership before the end of the programme which has results in a below target result here but an above target result in membership conversions.
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Target not met	Performance is lower than it has been in previous quarters as a result of a slight change in the way in which the figures are calculated. In previous quarters, repairs undertaken to void properties which have an emergency or urgent schedule of rate code attached to them have been included within the performance figures. In many cases, operatives completing such repairs within void properties are already on site undertaking other works; therefore omitting these provides a more accurate assessment of the performance of our Responsive Repairs service.
Amount of planned savings achieved	Expected outturn that target not met	TBC - please refer to full breakdown of the savings position in the finance report.

Delivering corporate priorities: KPIs Q1 2019/20

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	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Residual household waste per household (kg)	Aim to Minimise	144	144	133	140	139	142			
% Household waste recycled	Aim to Maximise	29.98	48.7	43.08	36.25	33.23	33.02			
Number of SMEs supported	Aim to Maximise	49	53	47	107	45	50			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	98.66	99.67	100	99.68	92.99	97.00			
Total number of Empty Homes (6 months +) brought back into use through direct action	Aim to Maximise	6	11	7	0	7	5			
% of Council Tax collected	Aim to Maximise	29.85	57.13	84.65	98.35	29.65	30			
% of Council Housing Rent & Arrears collected	Aim to Maximise	93.31	94.96	97.24	97.81	92.99	93.46			
% of Non-domestic Rate collected	Aim to Maximise	28.68	55.50	80.88	99.62	28.48	27.50			
% of Sundry Debt collected	Aim to Maximise	46.3	73.09	80.03	95.62	44.61	46.3			
External auditor Value for Money conclusion		Not measured for Quarters				Yes	Yes			
Amount of planned savings achieved (£)	Aim to Maximise	245k	896k	855k	828k	829k	1.14m			
Average days to process new benefit claims (total)	Aim to Minimise	23.84	21.14	17.19	17.02	14.33	22.00			
Average days to process Change of Circumstances	Aim to Minimise	4.82	5.54	4.33	2.06	3.04	8.40			
% of Major applications within statutory or extension of time	Aim to Maximise	87.50	100.00	78.57	81.82	100	60			
% of non-major applications within statutory or extension of time limit	Aim to Maximise	86.78	73.53	80.43	69.51	66	70			
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	94	94	81	94	96	90			

KPI	Direction of Travel	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% of FOI responded to within 20 days	Aim to Maximise	90.34	89.06	86.27	90.56	87.76	86	↓	↓	✓
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	5.33	6.33	4.33	5.00	7	10	↓	↓	✓
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.07	1.25	0.53	1.27	1.92	2	↓	↓	✓
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	31.92	32.17	29.2	50	53.14	50	↑	↑	✓
% eligible employees receiving appraisal in last 12 months (report annually)	Aim to Maximise		87			98	90	▬	↑	✓
Corporate health & safety : The number of incidents reported in the last 12 months (rolling year)	Aim to Minimise	2	8	3	4	3	3	↓	↑	✓
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.30	8.10	8.19	8.91	8.94	5	↓	↓	✗
Amount of Business Rates retained (million £s)	Aim to Maximise	10.01	10.01	10.01	10.01	11.2	7.5	↑	↑	✓
Council Tax base	Aim to Maximise	30539	30871	31160	31094	31212	31200	↑	↑	✓
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	100	100	100	100	100	90	▬	▬	✓
Number of missed waste collections	Aim to Minimise		NEW			243	243	▬	▬	✓
Number of visits to combined leisure centres	Aim to Maximise	109.1k	95.7k	80.2k	112.3k	110.8k	103.1k	↓	↓	✓
% of active members participating in one or more sessions a week	Aim to Maximise		NEW			44.7	51	▬	▬	⚠
% conversions to full membership from participants in health referral programmes	Aim to Maximise		NEW			155	30	▬	▬	✓
% participants completing health referral programme	Aim to Maximise		NEW			24	54	▬	▬	✗
Memberships at combined leisure centres	Aim to Maximise		NEW			4,263	4,143	▬	▬	✓
Average days to re-let Standard Void Types	Aim to Minimise		NEW			39.6	26	▬	↑	✗
Average days to re-let Major Void Types	Aim to Minimise		NEW			80.2	45	▬	▬	✗

Context indicators

Q1 2019/20

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	87,900	89,100	n/a
% of the district population of working age (16-64)	annual	61.6	61.4	below average
% of the district population aged 65+	annual	19.9	20.1	above average
% working age population in employment	quarterly	77.0	76.5	above average
% working age population claiming Job Seekers Allowance	quarterly	0.4	0.3	below average
% working age population qualified to Level 4+ (annual measure)	annual	28	34.7	below average
% working age population with no qualifications (annual measure)	annual	7.6	8.3	above average
Total Gross Value Added (£)	annual	1,930m	2,110m	n/a
Business births	annual	480	580	n/a
% business survival rate (2-year)	annual	77.8	74	above average
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	553.40	546.9	above average
Unemployment Rate - % of 16-64 working age population	quarterly	2.9	3.2	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	69.6	above average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	17.87	18.2	below average



Report Reference Number: S/19/13

To: Scrutiny Committee
Date: 26 September 2019
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Cliff Lunn, Lead Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30 June 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 30 June 2019, which was considered by the Executive at its meeting on 5 September 2019.

Recommendation:

The Scrutiny Committee is asked to consider the content 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 and introduction and background sections of the report considered by the Executive on 5 September 2019 attached to this report at Appendix A.

2. The Report

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

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

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

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

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

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 - 5 September 2019

Appendix B – Appendices A to D of the Executive Report - 5 September 2019

Contact Officer:

Victoria Foreman
Democratic Services Officer
vforeman@selby.gov.uk
01757 292046

This page is intentionally left blank



Report Reference Number: E/19/13

To: Executive
Date: 5 September 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 & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30th June 2019

Summary:

At the end of quarter 1, the General Fund is indicating an outturn deficit of £291k. This driven by a shortfall on planned savings. The cost of services is showing a small surplus, although this is made up of a number of variances detailed in the report. The HRA is indicating an outturn surplus of (£112k) due to lower external borrowing requirements partially offset by lower savings expected in the current financial year from the implementation of the new housing system.

General Fund savings are showing a forecast shortfall of £311k whilst the HRA is forecasting savings to be £195k lower. Details of the planned savings and their status can be found in Appendix B.

The capital programme is currently forecasting an underspend of (£766k); (£214k) GF and (£552k) HRA. In the general fund, the majority relates to Disabled Facilities Grants and a delay in the procurement of new Microsoft licences. The HRA is principally the phasing of the Empty Homes Programme which is expected to deliver over three years, with £750k of spend anticipated in this financial year. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth is progressing well with projects delivering over multiple years. Progress on these projects is shown in Appendix D with an update in the report below.

Recommendations:

Recommendations:

It is recommended that:

- i) The Executive endorse the actions of officers and note the contents of the report;

Reasons for recommendation

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

1. Introduction and background

- 1.1 The revenue budget was approved by Council on 21 February 2019, this report and associated appendices present the financial performance as at 30 June 2019 against the budget.

2. Main Report

General Fund Revenue

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

General Fund Account – Q1 2019/20	Budget £000's	Forecast £000's	Variance £000's
Corporate SVS & Commissioning	6,563	6,567	4
Economic Regeneration & Place	4,505	4,503	(3)
Corporate	(117)	(153)	(37)
Legal & Democratic Services	1,022	1,038	16
Net Service Expenditure	11,974	11,954	(20)
Contribution to / from reserves	(2,729)	(2,729)	0
Council Tax	(5,595)	(5,595)	0
Business Rates	(2,532)	(2,532)	0
Collection Fund Deficit Share	23	23	
Shortfall/(Surplus)	1,141	1,121	(20)
Savings Target	(1,141)	(830)	311
Net Revenue Budget	0	291	291

- 2.1.2 The main forecasted variances against the General Fund deficit are:

- A £311k shortfall on planned savings as outlined in the planned savings section of this report and in more detail in Appendix B.
- There is expected to be a £51k shortfall in industrial unit rental income due to a number of vacant units. These are currently being marketed and are due for a number of improvements from capital budgets this year.

- The waste service is forecasting a small shortfall overall of £7k, mainly due to the low rate received per tonne for recyclable materials which is driving a £43k adverse variance. This is mostly offset by savings on rounding and income from new bins. In addition, a number of clients did not renew contracts on the commercial waste service so income is expected to be £16k lower.
- The lifeline service is forecasting an adverse variance of £31k due to lower customer numbers than anticipated at this stage.
- A 5% vacancy factor was introduced this year to accommodate for natural staff turnover. This is currently expected to be achieved and is ahead at the end of quarter 1 at 6.5%. This additional Q1 savings has been included in the forecast at (£31k).
- A combination of lower benefit claims and new burdens admin grant for Universal Credit has resulted in a favourable forecast of (£39k). In addition, a grant for Brexit planning has been received for (£17.5k) which had not been budgeted.
- Drainage board levies were budgeted based on an estimate but actual charges once confirmed are lower by (£17k).
- Planning income has been low in the first quarter, with lower than expected levels of large applications. No change to the outturn has been forecast at this stage, but this will be reviewed at Q2.

2.2 Housing Revenue Account (HRA)

Housing Revenue Account – Q3 2018/19	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	8,835	8,523	(312)
Dwelling Rents	(11,840)	(11,835)	5
Shortfall / (Surplus)	(3,005)	(3,312)	(307)
Savings Target	(214)	(19)	195
Net Surplus / (Deficit) transferred to Major Repairs Reserve	3,219	3,219	0
Net Revenue Budget	0	(112)	(112)

2.2.1 The main forecasted variances against the HRA surplus are :-

- External borrowing is expected to be lower due to work programmes being funded from grants and internal borrowing in the short term. It is anticipated that external borrowing will be needed in the future, but a saving of approximately (£312k) is expected this year.
- There is a savings target in the HRA this year of (£214k), predominantly relating to the new housing system. (£7k) of the housing system savings are expected to be achieved this year as the key modules that will generate savings will be going live in early 2020/21 as part of phase 2.
- Housing Rents are anticipated to be lower than target by £5k as a result of higher than budgeted voids.

2.3 Planned savings

2.3.1 The General Fund savings target for the year is £1,141k. The Council has a strong track record for delivering the savings and efficiencies needed but it is increasingly challenging to identify and deliver savings against a reducing cost base. The savings within the current plan are in large part considered higher risk, with some dependent on a number of external factors. Council recognised the risk within the plan when the Medium Term Financial Strategy was approved in September 2018 and resolved to hold back a level of reserves to mitigate the risk of delayed/non delivery over the medium term. Current forecasts for 2019/20 indicate a shortfall against the in-year target of £311k with further risk in some additional areas. The key areas to note are as follows:

- Planning savings of (£100k) were set. A review of the service is currently underway but early expectations are that this will show approximately a (£40k) saving. Any additional savings may result in a detrimental impact on the service delivery.
- Asset rationalisation target of (£76.5k) is dependent on the move of the contact centre from Market Cross. Negotiations are ongoing, with the move of the contact centre set to go ahead later in the year. We expect to achieve additional (£20k) of income from Align, registry and meeting room bookings but currently do not expect to achieve the Market Cross saving in the current year which is dependent upon the ongoing negotiations with the landlord. The Council is also considering alternative uses for the premises and the possibility of subletting for the remaining term of the lease.
- There was a saving in the budget from the acquisition of commercial property of (£50k) in relation to the £3.5m pot for commercial acquisitions which forms part of the P4G programme. This pot was expected to make a return, however, the commercial properties acquired so far will not generate an ongoing income stream this year. There are no additional purchases anticipated in the immediate future which would generate income in this financial year.
- The digital programme continues to progress and was targeted with generating (£200k) of savings in the current year. (£137k) of savings have been delivered, but further savings will be in 20/21 as programmes such as flexible working and the housing system progress.
- The environmental saving target of (£40k) is now unlikely to be delivered in year. However it will be tied in with the investment in a standard rear loading collection fleet and area based working and a range of opportunities to increase the efficiency of contract delivery which are being explored currently. There is potential to exceed the target in future years through maximising operational efficiencies which will be captured as part

of the formal contract variation to deliver cashable savings in 2020/21 and beyond.

- The work that we were delivering for another District Council has been discontinued. There are no further projects currently to deliver services to other organisations.
- Details of all planned savings can be found in Appendix B.

2.3.2 The HRA has a savings target for 2019/20 of £214k, the majority of which is driven by the new Housing and Asset Management System. There have been delays in the development of the new software modules by the supplier which has resulted in phase 2 (where most savings are expected to be implemented) slipping into early 2020/21.

2.4 Capital Programme

2.4.1 The capital programme shows a forecast underspend of (£214k) in the General Fund the variance is made up of :-

- There is a budget of £630k available to spend on Disabled Facilities Grants this year which includes £228k carried forward from previous years. It is expected that it will not be possible to deliver up to this value in a single year, spend of £500k is expected.
- A delay in the procurement of Microsoft Licences means that the carry forward of £85k from last year will no longer be required. The licences will commence from this year at a cost of £85k per annum.

2.4.2 The majority of the capital programme in the HRA is forecast to spend at the end of Q1. The only adjustment is to the Empty Homes Programme which is expected to deliver over the next two years, so the programme value has been forecast to reflect this, with £750k of the £1.3m budget expected to be spent in the this financial year.

3.0 Programme for Growth (PfG)

3.1 The programme has a multi-year programme budget (£7.7m) to fund a number of projects over the next 2-3 years. The good progress reported to Executive in the 2018/19 budget outturn report (30th May 2019) continues into the first quarter of 2019/20 with £419k spent to date and other spend committed for delivery across a range of projects in 2019/20. The multi-year project budget is forecast to be fully spent in the remaining years of the programme.

3.2 A key issue in 2018/19 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. We have made some progress in recruiting into this service despite a challenging market, with a number of

new appointments due take up post in the coming months, although a number of posts are still vacant.

- 3.3 A project by project progress report can be found in Appendix D. Good progress overall continues to be made across a range of PfG projects. There has been some slippage on some projects (as outlined in Appendix D). Some key highlights demonstrating progress are outlined below:
- 3.4 Health Living Concepts 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. The Fund has jointly funded work with North Yorkshire County Council on Local Cycling and Walking Infrastructure Plans. This started in December 2018 and are due to be completed by September 2019.
- 3.5 Visitor Economy (Tourism and Culture) – the 2 key staff appointed to oversee the 3 year action plan agreed by Executive are playing a key role in delivery of a number of PfG projects such as Celebrating Selby 950 and the Tour de Yorkshire finish in Selby in May 2019. They helped secure significant match funding from the Arts Council England (£70k), Heritage Lottery Fund (£45k) and Drax (£20k) which has enabled an exciting and engaging programme of work to be delivered for Selby 950. Successful events such as Selby Sings (involving 250 school-children singing in the Abbey) and the St Germain parade (involving 450 in its preparation and many more watching in the town centre) have generated significant regional and local media coverage and positive local feedback. The 3 day illumination project (Pilgrim) planned for the Abbey in November has gained international social media attention. The legacy is already being created e.g. the Arts Council are already wanting to invest in further in projects in the district.
- 3.6 Growing Enterprise – this project 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. It jointly funds our SME Business Advisor post who has secured significant grant aid and expert support for local businesses in the district.
- 3.7 Marketing Selby's USPs – this award-winning 'place-branding' project has helped to tell a positive story of the district as a place to do business and to live. Through use of a range of case studies and media partnerships it continues to secure significant coverage for Selby District about the key things we are achieving and our key projects, from regional and local audiences e.g. recent media coverage around Create Yorkshire, Selby 950, award nominations.
- 3.8 Tour De Yorkshire - despite the challenging weather the Council, working with a range of partners, delivered a successful finish for Selby in front of the Abbey on its 950th anniversary. There was international coverage and significant media attention on the town.
- 3.9 Town Masterplanning – the work is being led by People and Places (Chris

Wade) to support town centre revitalisation by developing long term strategies and action plans. The work continues to progress well and has been well received. Progress includes: the completion of significant survey work and consultations in Selby town centre, involving both businesses and customers; help with the submission of recent bids such as the High Street Heritage Action Zone. Further engagement in September will finalise the delivery plan for Selby town centre and agree multi-partner governance arrangements for overseeing delivery of the plans. Work in the other towns will now start with initial consultation and survey work in Sherburn starting in September. Tadcaster will follow later in the year.

4. Alternative Options Considered

Member's comments on the approach to delivery of the P4G work streams are sought for Programme for Growth.

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

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.

5.5 Resource Implications

The resource implications for delivering Programme for Growth are set out in the report and appendices.

5.6 Other Implications

Not applicable.

5.7 Equalities Impact Assessment

Not applicable.

6. Conclusion

- 6.1 At the end of quarter 1, the outturn is indicating a surplus in the General Fund driven by lower planned savings and a surplus in the HRA.
- 6.2 The capital programme is largely forecast to spend, with just a small number of projects resulting in lower spend than anticipated, the majority of which will deliver in future years.
- 6.3 The Programme for Growth has funded key staffing and projects integral to delivering the Council's Corporate Plan and Economic Development Framework (EDF) and this report outlines progress on the projects.

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.

Contact Officer:

*Peter Williams
Head of Finance
Selby District Council
pwilliams@selby.gov.uk*

GF Management Accounts 2019-20

Results as at 30th June

General Fund

	Previous Year	Latest	Year to Date		Annual Total	Variances		Comment
	Actuals	Approved	Budget		Forecast	Year to date	Full Year	
	Actual	Budget	Actual	Budget	Forecast	Actual	Forecast	
	£k	£k	£k	£k	£k	£k	£k	
Income								
Investment Income	-454	-300	-15	-15	-300			
Recharges	-3,024	-10,172			-10,181	-8		Additional allocation of Bank Charges to the HRA
Customer & Client Receipts	-6,522	-4,660	-1,519	-1,043	-4,481	-475	179	There are a number of income shortfalls including Commercial Waste £16k due to a number of terminated contracts at renewal time, proactive work continues to increase the customer base. Recycling income is currently forecasting a £67k shortfall due to the low rate received per tonne for recyclable materials. The Warden Lifeline Service is currently predicting a £35k shortfall in income, numbers of customers grow slowly but a marketing plan is being implemented to promote the service offer. Land charges income is anticipating a £16k shortfall, which is broadly in line with last years performance due to demand and there is an anticipated shortfall in industrial unit rents of £51k due to occupancy levels and lettable condition. Income from the sale of bins for new developments is predicted to exceed budget by (£10k).
Government Grants	-14,442	-15,930	-2,888	-3,774	-11,820	886	4,110	In conjunction with benefit payments below, lower demand for benefits and the introduction of Universal Credit continues to see a reduction in subsidy received, this is offset by reduced benefit payments below and impacts at over £4.15m. DWP new burdens grants total (£34k) including Universal Credit Admin changes.
Other Government Grant	-1,811	-1,955	-489	-489	-1,955			
Other Grants/Contributions Etc	-112		-17		-17	-17	-17	£17k EU Preparation funding
Budget Savings Required		-1,141			-830		311	
Total Service Income	-26,365	-34,159	-4,929	-5,321	-29,584	393	4,574	
Expenditure								
Employees	8,156	8,461	2,033	2,117	8,430	-84	-31	A vacancy factor of £353k was set for the 2019/20 budget. This is currently on target to be achieved.
Premises	743	764	182	192	766	-10	2	A number of small variances make up this forecasted overspend, including the costs to purchase new litter bins which will be recovered from parishes.
Supplies And Services	8,669	10,215	2,214	2,268	10,127	-54	-88	Supplies & Services is made up of a number of variances, the main ones being (£26k) on the overall waste collection service, particularly from the recycling service but costs offsetting this include the costs for skips for street waste and flytipping and additional round and disposal costs, this will be closely monitored. Savings are anticipated for swipe card charges (£6k), Development Management office & specialist costs (£15k), Business Support Office costs (£9k) and partner payment to NYCC for their share of income (£24k) due to the reduced income forecasts mentioned in customer & client receipts.
Transport	164	140	36	36	136		-3	Small saving currently anticipated on car allowances.
Benefit Payments	13,670	15,333	2,329	3,837	11,185	-1,509	-4,149	There continues to be a reduction in housing benefit claims caseload as Universal Credit rolls out reducing significantly the level of payments compared to last year.
Third Party Payments	149	-1	-4	-5		1	1	Impact of actual inflation on the Leisure Services contract against budgeted estimate.
Drainage Board Levy	1,685	1,720	852	860	1,704	-8	-17	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	82	75			75			
Contingency		385			385			
Total Service Expenditure	33,317	44,870	7,643	9,333	40,586	-1,690	-4,284	
Total Accounting & Non Service Budgets	-6,952	-10,712	854	867	-10,711	-13		Movement in the drawdown from reserves and capital financing costs.
Net Total			3,568	4,879	291	-1,311	291	

HRA Management Accounts 2019-20
Results as at 30th June

HRA

	Previous Year Actuals		Latest Approved Budget		Year to Date		Annual Total		Variances		Comment
	Actual £k	Budget £k	Actual £k	Budget £k	Forecast £k	Year to date		Full Year Forecast £k			
						Actual £k	Forecast £k				
Income											
Investment Income	-163	-135			-135						
Garage Rents	-102	-103			-104				-2		
Housing Rents	-11,891	-11,840			-11,835				5		Deficit in rent income is 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 (4 sales against 20 estimated). Hostel and Temp Accommodation rent income anticipated to be below budget by (£25k), due to occupancy levels at Ousegate Hostel.
Customer & Client Receipts	-173	-147	-24	-16	-142				-8	6	
Recharges	-9	-18	-5	-5	-18						
Savings		-214			-19					195	£12k planned savings identified in supplies & services for the NY Procurement Partnership and £7k on maintenance savings from the new housing system. Remainder of savings anticipated in 2019/20.
Total Service Income	-12,338	-12,457	-29	-20	-12,253				-8	204	
Expenditure											
Employees	36	38	10	9	40					2	
Premises	684	826	131	159	830				-28	4	Small overspend anticipated on the running costs of the peroperty service depot at the Vivars.
Supplies And Services	1,031	1,058	280	279	1,036					-22	Resource Accounting saving including annual purchase of the HRA Business Plan Model.
Support Services	2,814	2,840			2,840						
Transport	114	113	26	25	113				1		
Debt Management Expenses	6	6			6						
External Interest Payable	2,413	2,713	286	286	2,413					-300	Until schemes are finalised for the housing development programme, no new borrowing will be taken. Interest rates rises may prompt action to increase borrowing to mitigate future interest costs.
Contingencies		75			75						
Provision for Bad Debts	107	260			260						
Total Service Expenditure	7,205	7,929	731	758	7,613				-27	-316	
Accounting & non service budgets											
Depreciation & Impairment Loss	1,262	1,260			1,260						
Transfer to MRR	4,134	3,219			3,219						
Transfer to / (from) Reserves	-1,062	50			50						
Pension Adjustments		-1			-1						
HRA Budgeted Surplus / Deficit	799										
Total Accounting & Non Service Budgets	5,133	4,528			4,528						
Net Total			703	738	-112				-35	-112	

Savings Plan

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Forecast £000's	2019/20 Remaining Target £000's	Update/Comments
Growing resources	Income generation	High	12	0	12	At the current time, income streams have not been increased beyond inflation and no new income streams have been introduced. This will be kept under review, and options where additional income can be generated will be considered.
Growing resources	Asset rationalisation	Medium	76.5	20	56.5	Additional income has been generated from Align, registrars and meeting room bookings. The remainder of this saving however is dependent upon the move from Market Cross. The move of the contact centre is anticipated to happen in the near future, but the negotiations on the lease at Market Cross are still ongoing and other alternatives such as sub-letting are being considered.
Growing resources	New SDHT Loans	High	100	100	0	In 19/20 loans include Riccall, Ulleskelf, and Ousegate, all of which contribute towards this target. 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, although the timing of these new opportunities will only become clearer as the programme progresses. Targets will be updated as new loans are approved.
Growing resources	Commercial property acquisition	High	50	0	50	The current programme for growth has £3.5m earmarked for commercial property acquisition which will generate a direct return on investment. To date this has been used to acquire two vacant former banks, but these are not expected to make an ongoing revenue stream in the current financial year. There have been no further acquisitions at this stage, this will be updated as and when new acquisitions occur.
Growing resources	Property Fund Investment		200	200	0	An investment was made in October 2018 into 2 property funds with an estimated net return of 4% per annum. At the end of Q1, this investment has made this return but actual returns for the full year are subject to fund performance.
Growing resources	Increase cap on investment income - NEW		50	50	0	£300k cap included in MTFS - potential to reassess and increase if outlook for interest rates remains high but reducing balances will counteract so this brings some risk. Balances and expected rates for 2019/20 suggest that this is low risk for that year. Thereafter this will be kept under review and confirmed as cashflow forecasts are updated and interest rates are known.

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Forecast £000's	2019/20 Remaining Target £000's	Update/Comments
	Total Growing Resources	0	488.5	370	118.5	
Transforming	Process improvements /on-line transactions	Medium	200	137	63	The Channel shift project is currently being delivered and savings from this are starting to be recognised. There have been savings made through natural turnover where the benefits of digitalisation have led to increased efficiency plus additional savings generated from reduction in paper and postage as a result of increased usage of IT. Further benefits from this are expected to be achieved as the projects continue to roll out, but some of this will be in the next financial year.
Transforming	Planning service review	Low	100	40	60	A review is currently taking place. The current expectation is that £40k of efficiencies can be found in the service and this will be updated once the review is completed. The review is being undertaken with a view to maximising efficiency whilst ensuring no detriment to service delivery, and the final confirmed saving achieved will reflect this aim.
	Total Transforming	0	300	177.032	122.968	
Commissioning	Environmental contract	Medium	40	0	40	The environmental saving target of (£40k) is now unlikely to be delivered in year. However it will be tied in with the investment in a standard rear loading collection fleet and area based working. and a range of opportunities to increase the efficiency of contract delivery which are being explored currently. There is potential to exceed the target in future years through This provides the opportunity to maximise maximising operational efficiencies which will be captured as part of the formal contract variation to deliver cashable savings in 2020/21 and beyond.
Commissioning	Procurement partnership	Low	12	12	0	Selby has exited from the North Yorkshire Procurement Partnership in April 2019, which will achieve £12k saving. Approved by the Executive 4/10/2018.
Collaboration	Work carried out for third parties	High	30	0	30	This work with another District Council has now ceased. There are no current third party support provided to others.
Commissioning	Contract renewals	Medium	10	10	0	A saving is still expected from this, and a clearer picture will be available as these contract renewals are completed.
	Total Collaboration & Commissioning	0	92	22	70	
Technical/housekeeping	Remove contributions to pension reserve - NEW	Low	100	100	0	This mitigates above inflationary rises in future pension contributions - risk to be managed within base budget from 2019/20.

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Forecast £000's	2019/20 Remaining Target £000's	Update/Comments
Technical/housekeeping	Reduce contingencies - NEW	Low	160	160	0	£260k is included in the revenue budget to cover unforeseen items - £110k for operational items and £150k for additional commissions from the Executive. This option would reduce the operational contingency to £100k (the minimum advisable for operational purposes) and draw down funding from the Contingency reserve for additional Executive Commissions as part of the annual budget process. The Contingency reserve would be topped up through windfalls/in-year surpluses.
Total Technical/Housekeeping		0	260	260	0	
To be delivered not budgeted		-	1,141	829	311	

Strategic Category	HRA - Potential Saving	Risk	2019/20 Target £000's	Forecast to Achieve Q1 £000's	2019/20 Remaining £000's	Update/Comments
Transforming	Process improvements /on-line transactions	Medium	194	7	187	The new housing/asset management system is in the process of being implemented. There have been delays in the development of the new software modules by the supplier which has resulted in phase 2 (where most savings are expected to be implemented) slipping into early 2020/21. The savings that will be recognised this year related to the saving on maintenance costs.
Commissioning	Commissioning & collaboration	High	8	0	8	Opportunities will continue to be considered for savings on contracts, but there is no current view on where this saving may be generated from.
Commissioning	NYCC Procurement Partnership	Low	12	12	0	Selby has exited from the North Yorkshire Procurement Partnership in April 2019, which will achieve £12k saving. Approved by the Executive 4/10/2018.
To be delivered not budgeted		-	214	19	195	

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Transforming Customer Services	110,000	27,500	0	-27,500	110,000	0	final designs from NHS still to be approved by HoS. expected outturn on budget.
Selby Park Improvement Work	21,060	5,265	14,114	8,849	21,060	0	Work to complete the upgrade to the lighting provision within the park is well underway. Installation of the new lighting has however identified a fault in a section of underground cabling which will need to be addressed. We are currently seeking quotations for completion of this work.
Industrial Units - Road Adoption	325,000	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. This budget has been rolled forward for a number of years and a decision is now required as to whether to invest in upgrading the highway provision to adoptable standard.
GIS System	37,131	9,283	0	-9,283	37,000	-131	19/20 £37k budget 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	8,675	2,169	2,000	-169	7,500	-1,175	This 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	13,728	3,432	6,130	2,698	13,000	-728	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	4,597	1,149	0	-1,149	4,597	0	To be used for improvements to the ICT Infrastructure in respect of projects in the digital strategy.

2019/20 Selby District Council Capital Programme - To 30 June 2019

Appendix C

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
ICT - Annual Software Licence	170,000	42,500	0	-42,500	85,000	-85,000	To be used to purchase Microsoft Licences in 19/20. Procurement was delayed whilst soft market testing was undertaken and agreement found with NYCC. £62k has now been committed to Microsoft Enterprise Licence Agreement July 2019, this is expected to increase up to £85k for year end once all licence requirements have been identified. This will then be a recurring cost for 3 years.
ICT - Servers	25,000	6,250	0	-6,250	25,000	0	Servers are being upgraded to align to Microsoft licencing requirements before year end.
ICT - Software	85,194	21,298	0	-21,298	85,000	-194	Budget committed to the Digital Foundations Project. The procurement of a Microsoft Partner was delayed whilst soft market testing was undertaken and agreement found with NYCC. A partner, Phoenix, 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	3,000	750	0	-750	3,000	0	ModernGov software now live as of April 19, £3k carry forward requested to cover final costs
Cash receipting System	36,100	9,025	0	-9,025	36,100	0	Income Management Software replacement project, a Business Case has been written and is awaiting approval from LT before commencement.
Northgate Revs & Bens	40,075	10,019	13,697	3,678	40,000	-75	Budget required for system upgrades following legislative changes in relation to e-billing. Currently awaiting costs for the Benefits/Information@Work integration before commitment. Scanstation to be delivered in Q2 19/20.
Asset Management Plan - Leisure & Parks	19,002	4,751	0	-4,751	19,002	0	Work will be commencing shortly on the landlord planned maintenance works. In addition, additional works have been identified and completed at Selby Park as a result of a recent asbestos survey.
Committee Room Microphone system	40,000	10,000	0	-10,000	40,000	0	This project requires a Business Case report and approval from LT
Portholme Road Culvert	419,141	104,785	7,672	-97,113	419,141	0	The programme of works was scheduled for 9 weeks but will be delayed a further 3 weeks due to issues with utilities which have been discovered during excavation of the road. Further delays may occur if there are similar issues further into the site.

2019/20 Selby District Council Capital Programme - To 30 June 2019

Appendix C

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Police Co-Location Project	41,334	10,334	0	-10,334	59,000	17,666	The works to complete the Police Co-Location programme are complete (snagging to be concluded). The outturn is expected to be over budget by £17k due to delays in starting the works leading to additional unbudgeted inflation. The overspend is in line with the Financial Rules governing Capital Projects.
Industrial Units Maintenance	50,000	12,500	0	-12,500	50,000	0	A formal report to Executive is required before any funds from this budget can be committed. It is currently anticipated that such report will be presented to the September Executive meeting.
Car Park Improvement Programme	727,987	181,997	61,828	-120,169	727,987	0	Work to South Parade car park is currently underway following completion of Audus Street in May. A decision regarding the future direction of improvements for Back Micklegate and Micklegate car parks is still awaited.
ICT - Channel Shift 2 Website & Intranet	57,500	14,375	0	-14,375	57,000	-500	Channel shift Phase 2 (Customer portal) project which is due to be delivered in 19/20 as per the business case and project plan.
ICT - Channel Shift 3 Website & Intranet	18,000	4,500	0	-4,500	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) 19/20
ICT - Disaster Recovery Improvements - Software / Hardware	47,688	11,922	0	-11,922	35,000	-12,688	Design changes have enabled lower costs for this project. The Microsoft project will drive further Disaster Recovery improvements and these will be identified by Q3.
ICT - End User Devices - Software / Hardware	126,995	31,749	0	-31,749	126,995	0	Budget is assigned to purchasing replacement hardware in relation to the digital workforce strand of the digital strategy. Spend forecast in Q2 and Q3.

2019/20 Selby District Council Capital Programme - To 30 June 2019

Appendix C

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
ICT - Digital Workforce - Telephones - Mobile Working	100,000	25,000	0	-25,000	100,000	0	Budget is assigned to purchasing replacement hardware in relation to the digital workforce strand of the digital strategy. Spend forecast in Q3 and Q4.
South Milford Retaining Wall	15,000	3,750	0	-3,750	15,000	0	We are currently trying to establish with the parish priest whether approval for the improvement works to the wall will need to go through a Faculty application (similar to Listed Building Approval). Once this position has been confirmed we will be better placed to advise on likely timescales for completion of the works.
New Build Projects (Loans to SDHT)	12,690,612	3,172,653	1,059,670	-2,112,983	12,690,612	0	These are schemes delivered by SDHT through loans from SDC. Tadcaster scheme - Delivered 5 properties. Ulleskelf scheme - Handover has taken place in 18/19 on 12 properties. Riccall scheme - Handover has taken place in 18/19 on 5 properties. Ousegate, Selby scheme - Handover of all 12 properties has taken place in 19/20. 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	42,407	10,602	7,380	-3,222	42,000	-407	We are expecting to fully spend the RAS budget this year. Additional applications relating to defective boilers are expected due to changes in funding available through the Better Homes energy efficiency service. The year to date spend has already surpassed last year's total spend. This is a repayable loan and any repayments received throughout the year are recycled and offsets some of the spend.
Disabled Facilities Grants (DFG)	630,445	157,611	-21,884	-179,495	499,580	-130,865	QTR1 approved spend is £124,896 annual forecast outturn £499,580 leaving £130,865 unallocated. This year's allocation from Government was £443,595 with a carry forward from previous years of £228,110. The team are working closely with NYCC OT service to improve referral and approval process to reduce the time from referral to completion. NYCC have a backlog of referrals that have to be assessed before SDC can process the application. OTs are aware of ambition to allocate 100% of budget within the financial year. The income is held in advance as a client's contribution to their DFG. SDC will pay the client's contribution once the work is signed off by the client and technical officer as complete
	15,905,671	4,220,169	1,150,607	-3,069,562	15,691,574	-214,097	

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Kitchen - Decent Homes	305,076	76,270	0	-76,270	305,076	0	Currently working with QS/M&E consultants to update SDC performance specification prior to re-tendering programme of works. Kitchen programme will be packaged with bathroom, rewires and CO detection programmes to provide more attractive proposition to the market at tender. Currently anticipating works on site will commence early September 2019.
Housing & Asset Management System	132,375	33,094	6,522	-26,572	130,000	-2,375	Forms part of the Housing software replacement project that will continue throughout 2019/20 Awaiting confirmation of the implementation plan and spend profile.
Pointing Works	575,461	143,865	231,122	87,257	575,461	0	Phase 3 of the pointing programme has recently commenced on site. Works to the value of circa £295,000 have been commissioned with the remaining budget held back as in previous years for pointing works associated with the leaseholder roofing scheme at Hillside, Tadcaster.
Electrical Rewires	240,000	60,000	21,558	-38,442	240,000	0	Currently working with QS/M&E consultants to update SDC performance specification prior to re-tendering programme of works. Rewire programme will be packaged with kitchen, bathroom and CO detection programmes to provide more attractive proposition to the market at tender. Currently anticipating works on site will commence early September 2019.
Bathroom Replacements	134,400	33,600	2,573	-31,027	134,400	0	Currently working with QS/M&E consultants to update SDC performance specification prior to re-tendering programme of works. Bathroom programme will be packaged with kitchen, rewires and CO detection programmes to provide more attractive proposition to the market at tender. Currently anticipating works on site will commence early September 2019.
Asbestos Surveys	120,000	30,000	-1,135	-31,135	120,000	0	Asbestos surveys have been commissioned for all properties identified for inclusion within the pointing, kitchen, bathroom and rewire programmes. Further work is required to identify properties for inclusion within window and door programmes which will then also be added to the asbestos survey programme. Updated asbestos survey information is also being requested for all void properties, as well as properties requiring heating installation and upgrade.
External Cyclical Repairs (Painting & Windows)	418,966	104,743	52,694	-52,049	418,966	0	Work to complete phase 1 of the window and door replacement programme is progressing well. The team are now working to identify properties for inclusion within Phase 2 of the programme to ensure a continuous programme of works for our contract partner.
Central Heating System Replacements	601,773	150,443	88,932	-61,511	601,773	0	Work is currently underway to identify properties for inclusion within the central heating upgrade programme. The focus of the programme will be on 'just in time' replacement of systems which are approaching the end of their lifecycle; although we are also taking advice from our contract partner as to replacement of any models where parts are becoming difficult to obtain. It is anticipated works on the replacement programme will commence in early July.

2019/20 Selby District Council Capital Programme - To 30 June 2019

Appendix C

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Roof Replacement	1,111,805	277,951	2,195	-275,756	1,111,805	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	348,110	87,029	7,425	-79,604	348,110	0	We are working with our contract partner to deliver improvements to properties as they are identified.
External Door Replacements	354,263	88,567	94,133	5,566	354,263	0	Work to complete phase 1 of the window and door replacement programme is progressing well. The team are now working to identify properties for inclusion within Phase 2 of the programme to ensure a continuous programme of works for our contract partner.
Window replacements	333,300	83,325	203	-83,122	333,300	0	Work to complete phase 1 of the window and door replacement programme is progressing well. The team are now working to identify properties for inclusion within Phase 2 of the programme to ensure a continuous programme of works for our contract partner.
Void Property Repairs	145,000	36,251	44,268	8,017	145,000	0	Although difficult to predict when void properties requiring major elemental replacement will come in, there are already a number of such properties within the team's void programme currently.
Fencing Programme	60,830	15,209	7,855	-7,354	60,830	0	Phase 3 of the fencing programme has been issued to the contractor and we are currently awaiting confirmation of their programme.
St Wilfrid's Court	113,000	28,250	0	-28,250	113,000	0	A meeting to agree the scope of the works to be undertaken as part of this refurbishment programme has been arranged for 5th July 2019. Once the scope of work is known, detailed specification for the programme will be developed prior to tender. It is currently anticipated work will commence on site in early January 2020.
Laurie Backhouse Court	38,231	9,558	17,312	7,754	38,231	0	Work to replace the life carriage is currently underway and anticipated to be complete by the end of July 2019.

2019/20 Selby District Council Capital Programme - To 30 June 2019

Appendix C

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Environmental Improvement Plan	145,710	36,428	2,884	-33,544	145,710	0	Work to deliver the environmental improvement at St Wilfrids Court are progressing well and are scheduled to be complete by the end of June 2019. Once complete, the contractor will move their focus to the improvements agreed for Prospect Palce, Wistow. Further details of the project identified by colleagues in the Contracts team are awaited to enable accurate forecasting of the balance of spend.
Housing Development Project	3,479,400	869,850	2,982	-866,868	3,479,400	0	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.
Ousegate Hostel	55,804	13,951	795	-13,156	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. Three quotations for the works identified as part of the assessment have now been received and we are currently working with the lowest priced contractor to agree a programme for delivery. It is anticipated these works will be completed by the end of August 2019.
Footpath Repairs	184,062	46,016	0	-46,016	184,062	0	This budget / contractor is linked with Estates Enhancements Following the withdrawal of the original winning contractor, we have now secured alternative provision. Contract documentation is currently in the process of being signed and we are anticipating commencement of works on site at the end of July 2019.
Estate Enhancements	224,412	56,104	0	-56,104	224,412	0	Linked to the foot path repairs programme. Following the withdrawal of the original winning contractor, we have now secured alternative provision. Contract documentation is currently in the process of being signed and we are anticipating commencement of works on site at the end of July 2019.
Community Centre Refurbishment	78,000	19,501	0	-19,501	78,000	0	This budget is to be used to fund a programme of fire safety improvements identified as part of the fire risk assessment programme. Three quotations for the works required at Grove House have now been secured and the contractor instructed to proceed. We are currently awaiting confirmation of their programme for completion.
Sheltered homes adaption	249,799	62,450	22,665	-39,785	249,799	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.

2019/20 Selby District Council Capital Programme - To 30 June 2019

Appendix C

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Empty Homes Programme - Improvements to Property	1,300,000	325,001	0	-325,001	750,000	-550,000	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 the Compulsory Purchase of a long term empty property and are considering a number of voluntary purchase options. Following Executive approval we can also use the funding to buy back properties sold through the Right to Buy and expect to complete the first purchase in Q3.
Aids and adaptations programme	0	0	3,398	3,398	0	0	As with Sheltered homes, this funding is used to support a programme of aids and adaptations in appropriate void properties.
Fire Risk Assessments	100,000	25,001	0	-25,001	100,000	0	A contract for provision of fire risk assessments for all our communal areas and industrial stock has now been let. A joint visit with the provider has taken place to a number of sites and our contract partner is now working up a programme for completion. It is currently anticipated all assessments will be completed by the end of Spetember 2019.
Co Detection Programme	226,600	56,651	0	-56,651	226,600	0	Currently working with QS/M&E consultants to update SDC performance specification prior to re-tendering programme of works. CO detection programme will be packaged with kitchen, bathroom and rewire programmes to provide more attractive proposition to the market at tender. Currently anticipating works on site will commence early September 2019.
Communal Area Refurbishment	230,000	57,500	0	-57,500	230,000	0	Currently working with QS/M&E consultants to agree specification prior to enable programme of works to be tendered. Currently anticipating works commence on site mid-September 2019.
Energy Efficiency Programme	150,000	37,500	0	-37,500	150,000	0	Currently working with QS/M&E consultants to agree specification prior to enable programme of works to be tendered. Currently anticipating works commence on site mid-September 2019.
Sewage Pump replacement programme	120,000	30,000	0	-30,000	120,000	0	Currently working with QS to identify appropriate specialist engineering advice to enable development of appropriate solutions for each site. We are currently anticipating works to commence on site at the beginning of October 2019.
	11,576,377	2,826,608	608,381	-2,079,075	10,197,402	-552,375	
Total Capital Programme	27,482,048	7,046,777	1,758,988	-5,148,637	25,888,976	-766,472	

Programme for Growth 2019/20 Financial Year Project Updates
Multi Year schedule for the project lifespan

Project	Lead Officer	Multi-Year Project Budget	Position @ 30 June 2019			Update
			In Year Spend 19/20	Forecast	Forecast Variance	
Healthy Living Concepts Fund	Angela Crossland	116,791	23,750	116,791	0	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. 2019/20 P4G allocation is the final year contribution to this fund. Current projects underway are the Local Cycling and Walking Infrastructure Plan which has a committed amount from the fund of £47.5k. The work commenced in Dec 2018 and is due to conclude by end Sept 2019. Current work with Selby Health Matters and IHL to determine use of outstanding fund allocation. This will be focused on active travel and tackling childhood obesity.
Visitor Economy (Tourism & Culture)	Angela Crossland	483,029	23,295	483,029	0	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) and in delivering the programme. The emphasis of the work to date has been on: <ul style="list-style-type: none"> • Developing baseline and evaluation data to build a picture of what events and activities bring to local business and audiences. • Establishing strong business and community relationships to continue activity, strengthen visitor products and build legacy partnerships and capacity in the district's visitor, heritage and creative sectors; • Establishing baseline data on audiences, visitors and how these demonstrate the strength and response to our district offer. It is anticipated that the 2019/20 financial year will see a sustained period of delivery. It is anticipated that expenditure will include £32,905 on data capture, monitoring & evaluation (including social and economic impact studies for Selby 950); £6000 on business events and networking; £20,000 on Visitor Economy place branding and marketing; £1500 to service the Tourism Advisory Board; £7500 on our partnership with Visit York to ensure Selby District businesses receive maximum benefit; £3000 to test Visitor Information Points and £5000 for niche trail maps.
Celebrating Selby 950	Angela Crossland	62,949	(32,576)	62,949	0	The budget represents SDC's contribution to 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), HLF (£45k) and Drax Group plc (£20k) which has enabled an exciting and engaging programme of work to be delivered in 2019/20. Successful events such as Selby Sings (involving 250 school-children singing in the Abbey) and the St Germain parade (involving 450 in its preparation and many more watching in the town) have generated significant regional and local media coverage and positive local feedback. Most of the artists contracts are in place, now that permission has been given by the funders and is expected to be complete by February 2020. The in year spend of (£32k) is as a result of grant funding being received in advance of contractor payments.
Retail Experience - Tadcaster Linear Park	Angela Crossland	150,273	0	150,273	0	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.
Growing Enterprise	Iain Brown	62,550	(127)	62,550	0	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.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update
Marketing Selby's USP	Mike James	34,895	6,372	34,895	0	<p>This is the final stage of the 18-month Place Branding project. The project objectives are to support investment and jobs by telling a positive story of the district as a place to do business. We've been delivering this through a series of stories - relating back to our Economic Framework objectives - and working with others, such as the LEPs, to maximise the reach of our material to the relevant audiences. We undertook a full project review following the election and have an updated delivery plan to take us to the end of December 2019.</p> <p>During the first quarter the following has been completed:</p> <ol style="list-style-type: none"> 1. Procurement for specialist support to create a new business-specific website for the district. 2. Procured a series of media partnerships to tell a positive story of doing business in the district to regional and local audiences. 3. Re-instigated a business communications group, encompassing a range of large and small business representatives from across the district. 4. Started the process of creating some new case study material (words, images and films) linked back to the major themes of the Economic Development framework.
Tour De Yorkshire	Angela Crossland	149,954	133,896	149,954	0	<p>SDC contribution to hosting the finish of the first stage of Tour de Yorkshire (TdY) in May 2019 in Selby Town. This will give the town a massive publicity boost in the year of the Abbey's 950 celebrations. The Leeds City Region Business Rates Pilot Pool has agreed to fund the £100k start fee for the Selby event in line with the funding provided for other starts and finishes across the LCR. **KI to confirm.</p>
Retail Experience - STEP	Angela Crossland	78,148	(72)	78,148	0	<p>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. There is potential to match fund projects if we are successful with our Heritage Action Zone bid. We will know this by Autumn 2019.</p>
Towns Masterplanning (Regeneration)	Angela Crossland	119,727	7,442	119,727	0	<p>Work has been commissioned in 2019/20 from the People and Places consultancy (Chris Wade) to develop town centre revitalisation plans and prepare for Future High Streets Fund applications throughout 2019 (£15k commission) The first stage of work has been completed in 2019/20 including significant survey and engagement work in Selby Town centre. 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 multi-partner governance model needed to deliver the strategies and action plans for each town centre.</p>
Strategic Sites Masterplanning	Iain Brown	153,317	(39,952)	153,317	0	<p>Funded due diligence work on Olympia Park, Portholme Road, Edgerton Lodge and Selby Station Masterplan. Future projects will include strategic infrastructure response to Sherburn Employment sites, improvements to the area around the railway station in Selby. Expenditure will include consultancy work to support the Transforming Cities Fund bid for Selby Station.</p>
Access to Employment	Iain Brown	40,000	0	40,000	0	<p>Projects within this budget will be targeted at supporting social mobility to give unemployed people in areas of higher deprivation in Selby District access to current and future employment opportunities e.g. connecting people to employment opportunities at Sherburn, the former Kellingley Colliery, Church Fenton etc.</p>
Housing development Feasibility Work	Iain Brown	100,194	29,796	100,194	0	<p>Housing development feasibility project to identify viability of sites for development.</p>
UCI Road World Championships	Angela Crossland	65,000	0	65,000	0	<p>This project will be delivered within the current financial year. A review is being undertaken to assess the requirements for the race with Yorkshire 2019 and any risks to the budget.</p>
Empty Homes	June Rothwell Simon Parkinson	88,455	20,936	88,455	0	<p>Overall the project is progressing well and the Empty Homes Officer has directly helped bring empty homes back into use in line with the targets set 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 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. We are currently pursuing our first Compulsory Purchase Order. The process is long and quite complex but a successfully CPO will send the message that this is a priority for us.</p>

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update
Selby District Housing Trust	Iain Brown	34,850	4,328	34,850	0	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 17 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions and a further 12 Section 106 acquisitions in Q1 2019/20.
Stepping Up' Housing Delivery	Iain Brown	9,919	3,168	9,919	0	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018.
Olympia Park	Iain Brown	290,985	22,466	290,985	0	Good progress towards delivering Olympia Park was achieved in 2018/19. The majority of site surveys and reports have now been completed, with a flood mitigation strategy being developed by OPD Ltd working closely with the Environment Agency. Alternative engineering design solutions to address the flood and ground condition issues identified should be completed and costed by early September 2019. The Council will be consulting on a new Development Brief and masterplan for the site this Autumn. An application for the link road into the site is also due in late August 2019. The evidence base and masterplan will support the submission of a detailed planning application for the site later in 2019. The Council is project managing delivery of this site working closely with OPD Ltd and 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 subject to signing of the Grant Determination Agreement by end of September 2019 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	166,593	(2,500)	166,593	0	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 Rd, Egerton Lodge, Barlby Rd depot and Bondgate.
Summit Indoor Adventure Activity Refresh	Keith Cadman	0	(3,131)	0	0	Works completed during 2018/19 to change the activity mix at the summit after the identification of activities that needed a refresh. In year spend relates to the final costings being processed.
Commercial property acquisition fund	Iain Brown	3,039,424	0	3,039,424	0	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities, in some instances this may be used to match fund acquisitions as part of the TCF bid submission.
High Street shop fronts	Angela Crossland	100,000	0	100,000	0	The Project Fund was used as a match fund contribution in the High Streets Heritage Action Zone bid which was submitted on 12 July 2019. We will find out in Autumn 2019 whether we have been successful or not. If so this is a 4 year funding programme to commence April 2020, therefore no forecasted spend in 19/20. This initiative is also inter-dependent with the Towns Masterplanning project (see above). A project officer has now been assigned to lead this from within the Communities and Partnerships team.
New lane - Public Realm	Iain Brown / Angela Crossland	200,000	0	200,000	0	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). This Project fund was used as a match fund contribution to the High Streets Heritage Action Zone funding bid submitted on 12th July 2019. We should find out Autumn 2019 whether we are successful. If so, this is a 4 year funding programme and would expect this budget to be spent from April 2020. No forecast spend in 2019-20.
Staffing costs		2,134,345	222,121	2,134,345	0	This covers all the P4G funded posts across SDC. These posts support delivery of this P4G programme. It also covers the additional core staffing costs in a number of teams required to deliver the Council's corporate growth ambitions including the Economic Development and Regeneration team (to deliver the Economic Development Framework 2 year action plan) and key posts in Communities and Partnerships, Planning and Marketing and Communications.
Contingency		5,000	0	5,000	0	
		7,686,398	419,212	7,686,398	0	



Report Reference Number: S/19/14

To: Scrutiny Committee
Date: 26 September 2019
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Cliff Lunn, Lead Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Treasury Management Quarterly Update Q1 – 2019-20

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 30 June 2019 (Q1) and presents performance against the Prudential Indicators.

This report was considered by the Executive at its meeting on 5 September 2019.

Recommendation:

The Scrutiny Committee is asked to consider the content 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.

In relation to investment in property funds, the Council's treasury team has been through an equivalent procurement process for North Yorkshire County Council to select suitable funds for investment by Selby District Council.

1. Introduction and background

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

2. The Report

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

3. Alternative Options Considered

None applicable.

4. Implications

4.1 Legal Implications

Please see section 4 of the report considered by the Executive on 5 September 2019 attached at Appendix A to this report.

4.2 Financial Implications

Please also see section 4 of the report considered by the Executive on 5 September 2019 attached at Appendix A to this report.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This 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 – 5 September 2019

Appendix B – Prudential Indicators at 30 June 2019 (Appendix A of the Executive Report, 5 September 2019)

Contact Officer:

Victoria Foreman
Democratic Services Officer
vforeman@selby.gov.uk
01757 292046

This page is intentionally left blank

Report Reference Number: E/19/14

To: Executive
Date: 5 September 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

Title: Treasury Management – Quarterly Update Q1 2019/20

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April to 30th June 2019 (Q1) and presents performance against the Prudential Indicators.

Investments – On average the Council's investments totalled £58.4m over the quarter at an average rate of 0.95% and earned interest of £138k (£95k allocated to the General Fund; £43k allocated to the HRA) which was £29k above the year to date budget. Whilst cash balances are expected to reduce over the year, should interest rates remain static, forecast returns could be in the region of £494k, a budget surplus of £59k. However a no deal Brexit could lead to a cut in the Bank Rate and therefore the position will be kept under review.

In addition to investments held in the NYCC investment pool, the council has £4.94m invested in property funds as at 30/06/19 with a net rate of return of 3.5% and achieved net income of £24.6k in Q1.

Borrowing – Long-term borrowing totalled £59.3m at 30th June 2019, (£1.6m relating to the General Fund; £57.7m relating to the HRA), Interest payments of £2.5m are forecast for 2019/20, a saving of £0.3m against budget. The Council had no short term borrowing in place as at 31 June 2019.

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

Recommendations:

Councillors endorse the actions of officers on the Council's treasury activities for Q1 2019/20 and approve the report.

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 first monitoring report for treasury management in 2019/20 and covers the period 1 April to 30 June 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 21 February 2019.
- 1.4 The two key budgets related to the Council’s treasury management activities are the amount of interest earned on investments £435k (£300k General Fund, £135k HRA) and the amount of interest paid on borrowing £2.788m (£75k General Fund, £2.713m HRA).

2. The Report

Market Conditions and Interest Rates

- 2.1 The Council’s treasury advisors Link Asset Services – Treasury Solutions summarised the key points associated with economic activity in Q1 2019/20 up to 30 June 2019:
 - Brexit was delayed until 31st October 2019;
 - The fundamentals that determine consumer spending remained healthy;
 - Inflation remained around the Bank of England’s 2% target;
 - There was a widespread fall in investors’ global interest rate expectations;
 - The MPC kept Bank Rate on hold at 0.75%.

Interest Rate Forecasts

- 2.3 The current interest rate forecasts (last update 1 July) of Link Asset Services – Treasury Solutions are as follows:

Date	Bank rate	5 year PWLB*	10 year PWLB*	25 year PWLB*	50 year PWLB*
Current rates	% 0.75%	% 1.41%	% 1.68%	% 2.30%	% 2.16%
Sept 2019	0.75%	1.50%	1.80%	2.40%	2.30%
March 2020	0.75%	1.70%	2.00%	2.60%	2.50%
Sept 2020	1.00%	1.90%	2.20%	2.80%	2.70%
March 2021	1.25%	2.10%	2.40%	3.00%	2.90%
Sept 2021	1.50%	2.20%	2.60%	3.10%	3.00%

* Net of certainty rate 0.2% discount

- 2.4 After the August 2018 increase in Bank Rate to 0.75%, the first above 0.5% since the financial crash, the MPC has put any further action on hold, probably until there is some degree of certainty around Brexit.

Annual Investment Strategy

- 2.5 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

- 2.6 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 Councils Annual Investment strategy and Lending List has been aligned to that of NYCC.

- 2.7 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.

- 2.8 The Council's investment activity in the NYCC investment pool up to Q1 2019/20 was as follows:-

- Balance invested at 30 June 2019 £56.0m
- Average Daily Balance Q1 19/20 £58.4m
- Average Interest Rate Achieved Q1 19/20 0.95%

- 2.9 The average return to Q1 2019/20 of 0.95% compares with the average benchmark returns as follows:

- 7 day 0.56%
- 1 month 0.60%
- 3 months 0.65%
- 6 months 0.73%
- 12 months 0.83%

Borrowing

- 2.10 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.
- 2.11 The TMSS indicated that there was no requirement to take long term borrowing during 2019/20 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.
- 2.12 The Council approved an Authorised Borrowing Limit of £90m (£89m debt and £1m Leases) and an Operational Borrowing Limit of £85m (£84m debt and £1m Leases) for 2019/20.
- 2.13 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 be in a position to repay the debt over 30 years. £1.26m is budgeted for 2019/20.
- 2.14 As a result, the Council was in an over-borrowed position of £5.650m as at 30 June 2019. This means that capital borrowing (external debt) is currently and temporarily in excess of the Council’s underlying need to borrow. The increase of £751k compared to the year-end position is a result of the in-year HRA self-financing set aside and timing of new capital expenditure which will increase as the year progresses. Planned capital expenditure funded by prudential borrowing, will increase the Council’s capital financing requirement.
- 2.15 The 2019/20 Treasury Management Strategy forecasts an under-borrowed position of £12.4m by the end of 21/22 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

- 2.16 The Capital Strategy was included as part of the Council’s Annual Treasury Management and Investment Strategy 2019/20, approved in February 2019. 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.

- 2.17 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.
- 2.18 In addition to loans to Selby & District Housing Trust to support the Housing Delivery Programme, options for alternative investments currently being pursued are Commercial Property investments, which are subject to individual business case approval, and Property Funds.

Housing Delivery Programme Loans

- 2.19 The Housing Delivery Programme has delivered a number of successful schemes so far, in partnership with Selby & District Housing Trust. One of the principles 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 30 June 2019 £	Interest Q1 19/20 £
Kirgate, Tadcaster	4.56%	190,326	2,267
St Joseph's St	4.20%	313,786	2,182
Jubilee Close, Ricall	3.55%	553,225	5,615
Ulleskelf	4.87%	1,080,060	11,268
Ousegate	3.65%	872,574	2,654
Total Principal / Average Rate	4.36%	3,009,971	23,986

Commercial Property Investments

- 2.20 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. Plans to sell on one of the buildings are progressing and options for the other are being formulated.

Property Funds

- 2.21 The position on Property Funds at 30 June 2019 is as follows:

In Year Performance

Fund	Bfwd Investment £k	Valuation as at 30-Jun-19 £k	In Year Performance Q1 1920			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,491.49	2,480.81	(10.7)	(0.43)	21.0	3.39
Threadneedle	2,416.03	2,402.06	(14.0)	(0.58)	28.3	4.71
Total	4,907.52	4,882.87	(24.7)	(0.50)	49.3	4.04

Total Fund Performance

Fund	Original Investment £k	Valuation as at 30-Jun-19 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,480.81	(21.7)	(0.87)	55.7	3.41
Threadneedle	2,439.24	2,402.06	(37.2)	(1.49)	76.0	4.79
Total	4,941.73	4,882.87	(58.9)	(1.19)	131.7	4.09

- 2.22 Investments held in Property Funds are classified as Non-Specified Investments and are, consequently, long term in nature. Valuations can, therefore, fall and rise 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 June 19, whilst still delivering an overall gain when taking revenue income into account. These funds are intended to be held for the longer term (5 years initially) in order to mitigate the risk of shorter term losses.

3. Alternative Options Considered

- 3.1 The Council has access to a range of investments through the pooled arrangements in place through North Yorkshire County Council.

4. Implications

4.1 Legal Implications

- 4.1.1 There are no legal implications as a result of this report.

4.2 Financial Implications

4.2.1 The financial implications are set out in the report.

4.3 Policy and Risk Implications

4.3.1 Management of the Council's treasury activities are in accordance with approved policies. Treasury management in Local Government is governed by the CIPFA "Code of Practice on Treasury Management in the Public Services" which aims to ensure 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.

4.4 Corporate Plan Implications

4.4.1 There are no direct Corporate Plan implications as a result of this report.

4.5 Resource Implications

4.5.2 The resources necessary to manage the Council's Treasury activities are contained within the collaboration agreement with NYCC.

4.6 Other Implications

4.6.1 There are no other implications as a direct result of this report.

4.7 Equalities Impact Assessment

4.7.1 There are no equalities impacts as a direct result of this report.

5. Conclusion

5.1 The impact of the economy, and the turmoil in the financial markets, continues to have an impact on the Council's investment returns. Forecasts predict steady growth in bank rates over the long term over but this could change with a no deal Brexit. Whilst returns remain relatively modest, buoyant cash balances have resulted in positive performance in Quarter 1.

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 2019/20 have not highlighted any concerns.

6. Background Documents

None

7. Appendices:

Appendix A – Prudential Indicators as at 30 June 2019

Contact Details

Michelle Oates
Senior Accountant – Capital & Treasury
North Yorkshire County Council
moates@selby.gov.uk

Karen Iveson
Chief Finance Officer
kiveson@selby.gov.uk

Prudential Indicators - As at 30 June 2019

Note	Prudential Indicator	2019/20 Indicator	Quarter 1 Actual
1	Capital Financing Requirement £'000	68,544	53,683
	Gross Borrowing £'000	59,415	59,333
	Investments £'000	50,056	63,917
2	Net Borrowing £'000	9,359	-4,584
3	Authorised Limit for External Debt £'000	84,000	59,333
4	Operational Boundry for External Debt £'000	79,000	59,333
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.