



Meeting: **POLICY REVIEW COMMITTEE**
Date: **TUESDAY, 12 MARCH 2019**
Time: **5.00 PM**
Venue: **MEETING ROOM 2 - CIVIC CENTRE, DONCASTER ROAD,
SELBY, YO8 9FT**
To: **Councillors J Deans (Chair), M Hobson (Vice-Chair),
J Cattanach, M McCartney, K Arthur, D Hutchinson and
J Shaw-Wright**

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 - 6)

To confirm as a correct record the minutes of the meeting of the Policy Review Committee held on 15 January 2019.

4. Chair's Address to the Policy Review Committee

5. Digital Strategy - PR/18/8 (Pages 7 - 18)

To note the progress made against the objectives of the Digital Strategy.

6. Annual Report of the Policy Review Committee 2018-19 - PR/18/9 (Pages 19 - 36)

To agree the Committee's Annual Report for 2018-19 and authorise the Chair of the Policy Review Committee to agree the final version of the Annual Report 2018-19 following the inclusion of details from the meeting on 12 March 2019.

7. Work Programme 2019-20 - PR/18/10 (Pages 37 - 52)

To agree items for inclusion on the Policy Review Committee's 2019-20 work programme.

Janet Waggott

Janet Waggott, Chief Executive

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| <p>Dates of next meetings (5.00pm) To be confirmed - likely to be early June 2019</p> |
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Enquiries relating to this agenda, please contact Victoria Foreman on 01757 292046 vforeman@selby.gov.uk.

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.

Minutes

Policy Review Committee

| | |
|-------------------|--|
| Venue: | Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT |
| Date: | Tuesday, 15 January 2019 |
| Time: | 5.00 pm |
| Present: | Councillors J Deans (Chair), K Arthur and J Shaw-Wright |
| Officers present: | Karen Iveson, Chief Finance Officer, Sharon Cousins, Licensing Manager and Victoria Foreman, Democratic Services Officer |
| Others present: | Councillor C Lunn, Executive Lead Member for Finance and Resources and Councillor C Pearson, Executive Lead Member for Housing, Health and Culture |
| Public: | 0 |
| Press: | 0 |

21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J Cattnach and M Hobson.

22 DISCLOSURES OF INTEREST

There were no disclosures of interest.

23 MINUTES

The Committee considered the minutes of the meeting held on 17 December 2018.

RESOLVED:

To approve the minutes of the Policy Review Committee held on 17 December 2018 for signing by the Chair.

24 CHAIR'S ADDRESS TO THE POLICY REVIEW COMMITTEE

The Chair had no address for the Committee.

25 TAXI POLICY REVIEW CONSULTATION UPDATE (PR/18/6)

The Committee received a report from the Licensing Manager which asked Members to note the contents of the report and to make any comments on the draft Taxi Licensing Policy.

Councillor C Pearson, Executive Lead Member for Housing, Health and Culture was also present at the meeting.

Members noted that Selby District Council's Taxi Licensing Policy was being reviewed; a consultation on the proposed policy took place between 1 December 2018 and 12 January 2019. Officers were currently reviewing the responses. It was intended that the revised policy will be presented to Executive in March 2019 for approval.

The committee were informed that the consultation with the trade to determine a 'definition of a wheelchair accessible vehicle' and 'Discrete Plate licensing' (Appendix 1) finished on the 8 October 2018. The Council received 19 responses out of 192. Although the response to the consultation was poor, the feedback that was received indicated a level of agreement with the Council's recommendations, which had been incorporated into the proposed new Taxi Licensing Policy which went out for public consultation in December 2018.

Members noted that the introduction of an age limit on existing vehicles was also being considered, although there would be a five year lead-in time in order to ensure that no drivers were caused financial hardship by such a proposal. Officers explained that any newly registered vehicle would have to be no more than five years old.

The Committee asked Officers to ensure that the correct spelling of discrete was used in the policy.

Members were reassured that all vehicles applying for a discrete licence would be inspected to make sure they were high specification vehicles; it was acknowledged that photographs were often not enough evidence in these matters.

The Committee queried whether higher fares could be charged for vehicles that were wheelchair accessible; Officers explained that this was not possible as hackney carriage fares were set at one rate. However, the Council had recently undertaken a consultation on fare levels and this would be considered by the Licensing Committee in February.

Members were interested to note that there was a demand for wheelchair accessible vehicles across the district, with the NHS and NYCC School Transport requiring the services of vehicles adapted for wheelchair

accessible travel. Officers confirmed that all registered Selby District taxi drivers were required to undertake safeguarding training in a course run with City of York Council. The course also included disability and equalities training.

Lastly, the Committee acknowledged the importance of drivers informing the Council's Licensing Team if they developed a health condition that could affect their driving.

RESOLVED:

To note and endorse the proposed amendments to the Taxi Licensing Policy and the recommendations by Officers.

26 DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME 2019/20 AND MEDIUM TERM FINANCIAL PLAN (PR/18/7)

The Committee received the report of the Chief Finance Officer and were afforded the opportunity to comment on the Draft Revenue Budget and Capital Programme 2019-20 and Medium Term Financial Plan.

Councillor C Lunn, Executive Lead Member for Finance and Resources was also present at the meeting.

Members noted that at its meeting on 10 January 2019 the Executive discussed the budget report, which asked the Executive to recommend that the draft budgets, bids and savings be approved for public consultation and submitted to Policy Review Committee for comment.

The Chief Finance Officer explained that the budget report presented the draft revenue budget, capital programmes and latest forecast for the Programme for Growth for 2019/20 to 2021/22. The 2019/20 budgets showed a forecasted balanced budget after taking into account planned savings and reserve drawdowns.

Members noted that in 2019/20 it was proposed that circa £3.7m be transferred to the Business Rates Equalisation Reserve to provide future revenue support in line with the previously approved MTFS policy. In 2020/21 £745k would be drawn down from this reserve and a further £294k would be required in 2021/22. The on-going use of reserves to support the revenue budget in this way was not a long term sustainable solution and therefore achievement of efficiency savings and additional income generation remained crucial, as plans for Business Rates and Council Tax growth were brought to fruition.

The Committee acknowledged that the draft budget also included Capital Programme proposals for the General Fund and HRA which, with exception of housing development loans and programmes (which were funded through borrowing) were funded from reserves and external funding. Subject to the outcome of the 2019 Spending Review, Fairer

Funding Review and wider economic risks, plans were in place to deliver a sustainable budget going forward.

The Chief Finance Officer updated the Committee on the discussions that were had at Executive meeting on 10 January 2019; the draft minutes of the meeting were circulated to the Committee. The Executive had resolved to amend the proposed increase in council tax to £3 for an average band D property. The Executive Member for Finance and Resources explained that the financial impact of this amendment would be that an additional £63k would need to be found to fund Council services, and would require the Council to draw down more from its reserves in the short term. Members noted that there would also be an ongoing impact to the council tax income base and required savings for future years.

Members debated the report in full and queried a number of issues, including the outcome of the government's upcoming Fairer Funding Review, the impact of the 1% reduction in housing rents on the Housing Revenue Account and the future of renewable energy business rates from Drax Power.

Members also queried whether a one year freeze in council tax had been considered. The Executive Member confirmed that whilst this had been considered, it had been rejected as the effect it would have on the council tax income base was too detrimental.

The Committee were pleased to note that the Council was continuing to explore investing more of its reserves, but accepted that the economic environment in which the Council was operating was uncertain. Whilst the Council had already made some investment decisions, i.e. the recent purchase of former bank premises in Tadcaster and Selby, future investments needed to be carefully considered and the Council's capital protected. Borrowing to invest and investing outside of a Council's own area were not encouraged by the government. Officers confirmed that it was estimated that current investments in property funds could give a return of around 4%, which was a prudent estimate. Members acknowledged that even high street investment was risky in the present financial climate.

Officers explained that the Council was always looking to identify new savings, and that should it be required, some process improvement savings could be brought forward if others were not realised.

Members noted that the levels of borrowing identified in the report were due to the Council borrowing from its own balances to finance the planned loans to Selby and District Housing Trust; the loans would be paid back, most likely over a period of 30 to 40 years.

Lastly, the Committee queried the expected return in revenue of the Programme for Growth (P4G). Officers explained that it was difficult to precisely estimate such a return. The effects of the P4G, such as more

houses being built, would increase the council tax base and therefore council tax income. However, there were accompanying costs to be considered in relation to new homes, such as the need for more bin collections, street cleansing and other Council services. It was expected that the P4G would encourage more businesses to invest in the district, in turn increasing the amount of business rates retained by the Council, but this was subject to the government's review of the Local Government funding formula and the Business Rates Retention System.

RESOLVED:

- i) To note the Draft Revenue Budget, Capital Programme 2019-20 and Medium Term Financial Plan, including the amended proposed increase in council tax to £3 for an average band D property.**
- ii) To note the draft budgets, bids and savings for public consultation.**

27 WORK PROGRAMME 2018-19 AND PLANNING FOR 2019-20

The Committee considered the work programme for the rest of the 2018-19 year, and the draft work plan for 2019-20.

Members noted the upcoming items for the next meeting of the Committee in April 2019, and were content with the draft work programme for 2019-20. It was expected that more items would be added to the 2019-20 draft work programme in the coming months.

RESOLVED:

To note the work programme for the remainder of the 2018-19 year and the draft work programme for 2019-20.

The meeting closed at 5.55 pm.

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Report Reference Number: PR/18/8

To: Policy Review Committee
Date: 12 March 2019
Ward(s) Affected: None
Author: Jennifer Clewley, Business Transformation Officer
Lead Executive Member: Councillor Lunn, Executive Lead Member for Finance and Resources
Lead Officer: Stuart Robinson, Head of Business Development and Improvement

Title: Digital Strategy

Summary:

The Digital Strategy 2018-2020, was approved by Executive in July 2018 and sets out the Council's approach to how technology will be used to support and enable the improvement and transformation of Selby District Council.

The focus for the next three years will be on fixing the foundations – i.e. getting a robust IT estate in place – and delivering digital transformation that will empower citizens and council employees to reach their full potential.

This reports provides an update against the objectives of the strategy and highlights successes and as well as areas of concern.

Recommendations:

Policy Committee are asked to note the progress made against the objectives.

Reasons for recommendation

As recognised in the 2017 Peer Review, digital transformation is central to the future sustainability of Selby District Council.

Delivery of the Digital Strategy will facilitate acceleration of the digital and transformational agenda.

1. Introduction and background

1.1. Whilst we use 'digital' as an interchangeable term for information and communications technology, being digital is more than technology, a process or a mission statement; it is a way of doing things.

1.2. Digital transformation is central to the future sustainability of Selby District Council. This was recognised in the recent Peer Review:

“Accelerating the emerging digital and transformational agenda will help unlock efficiencies and service improvements further.... there is potential for this to be developed further through more up to date technologies aimed at not only customer facing aspects of services but also how staff manage their work on a day to day basis through more mobile and flexible working.” (LGA Peer Review Team, 2017).

1.3. Delivery of the Digital Strategy is a priority in the recently updated Corporate Plan and successful delivery will help us achieve the Council vision to make Selby a great place: to do business; to enjoy life; to make a difference; and deliver great value.

1.4. Achievement of the objectives set out in the strategy will bring benefits including; wider customer choice in accessing services; more secure, resilient ICT; a more mobile, flexible and skilled workforce; and, of course, efficiency enabling savings.

2. The Report

2.1 The focus for the next couple of years will be on fixing the foundations – i.e. getting a robust IT estate in place – and delivering digital transformation that will empower citizens and council employees to reach their full potential. As such, the Strategy is framed around the following three themes – each of which has three underpinning objectives:

- **Digital Foundations**

- Modernise the ICT infrastructure to improve resilience and security.
- Simplify the ICT estate
- Better use of data

- **Digital Customers** (direct links to the emerging Customer Strategy):

- Increase customer engagement and involvement
- Increase the proportion of services delivered online
- Improve the accessibility of online services

- **Digital Workforce** (will underpin the Organisation Development Strategy):

- Create a digital culture
- Improve digital skills
- Implement technology that supports workplace transformation

2.2 Implemented effectively, the strategy will enable the following benefits:

- improved staff productivity;
- reduced accommodation costs;

- improved staff satisfaction;
- more customers accessing services online;
- lower transactional costs;
- improved customer satisfaction;
- lower longer term IT costs – including the potential avoidance of extra costs;
- increased system availability; and
- better use of our data leading to more robust, evidence based decisions.

2.3 Appendix A shows progress made against each of the objectives and details projects coming up in the next six to twelve months.

2.4 Successes

- Digitalisation of data – maps and legal property deed packets.
- 50% of new benefits claims now carried online.
- 40% of all new Council tax direct debits completed online.
- Securing LGA funding for new cyber training.

2.5 Concerns

- Speed of delivery for digital workforce is a risk until we have procured a Microsoft Partner and the design phase has been completed, it should not affect delivery for 2020.
- Concerns around the income management system with a change of supplier and automated integrations into back office systems.
- Achieving website accessibility standards on current software platform.

3. Alternative Options Considered

Not applicable

4. Implications

4.1 Legal Implications

There are no legal issues with the Digital Programme, however, many of the projects support delivery of statutory and legal requirements that the Council need to meet.

4.2 Financial Implications

Delivery of the Digital Programme is the central programme for achieving the planned savings. Not delivering the programme will put achievement of those savings at significant risk.

All of the known spend is currently budgeted for and was approved as part of the 2018/19 and 2019/20 budget process. If additional funding is required,

this will be subject to future reports and in the context of the Council's overall savings requirements.

Executive delegated authority to spend by Programme board to Councillor Lunn and Julie Slatter to ensure projects can be progressed without delays.

4.3 Policy and Risk Implications

ICT is currently a corporate risk. Delivery of the Digital Programme – e.g. the Disaster Recovery work stream – will introduce additional controls and help mitigate that risk.

There will be a need to revisit a number of employee policies – e.g. the ICT acceptable use and homeworking policies as work streams around Digital Workforce are delivered.

4.4 Corporate Plan Implications

Implementation of the Digital Strategy is a specific action set out in the 2018 update of the Corporate Plan.

Furthermore, delivery of the Programme will help enable the achievement of a range of other priorities – particularly those linked to the priority of *Delivering Great Value*.

4.5 Resource Implications

Delivery of the Digital Programme will be led by, and primarily delivered by Business Development & Improvement.

Consideration of required resources from services, will be undertaken through each project brief/business case.

4.6 Other Implications

None

4.7 Equalities Impact Assessment

An equality impact screening are carried out as part of each project.

5. Conclusion

- 5.1** In conclusion, the digital strategy and implementation plan form the ICT programme until the end of 2020. These projects will support delivery of the Corporate Plan priorities and ensure the technology offers value for money to support our services.

The focus will be on fixing the foundations and delivering digital transformation that will empower citizens and council employees to reach their full potential.

The programme is progressing well, with projects now gaining traction across all themes meeting the objectives of the Digital Strategy.

6. Background Documents

Digital Strategy 2018-2020



7. Appendices




Appendix A: Digital Strategy – An update against the objectives



Contact Officer:



Jennifer Clewley
Business Transformation Officer
Selby District Council
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Appendix A: Delivering the Digital Strategy: Summary Q4 2018/19

| Objective | Benefits | Update | Next 6 months | Progress |
|---|---|--|--|---|
| DIGITAL FOUNDATIONS | | | | |
| Modernise the ICT infrastructure to improve resilience and security. | <ul style="list-style-type: none"> • Reduced system costs • Increased availability of systems • Improved security • Improved communications and collaboration | <ul style="list-style-type: none"> • New back-up solution being configured March 2019. • New firewalls being procured and implemented for May 2019. • Updates have been made to key software to run on latest versions. • Secured LGA funding to address cyber training. • Revised BCP plan in draft. | <ul style="list-style-type: none"> • Reviewing use of passwords across applications. • Revised DR Plan with new solutions to be agreed. • Upgrades and patches to software. |  On track |
| Simplify the ICT estate | <ul style="list-style-type: none"> • Reduced system costs • Increased availability of systems • Improved security • Better use of data • Improved communications and collaboration | <ul style="list-style-type: none"> • Housing Management software being configured and tested. • Planning upgrade software being configured and tested. • Licencing software being configured and tested. • ModGov software implemented for democratic services. • Land Charges software upgraded. | <ul style="list-style-type: none"> • Deploy new software to users across the services. |  On track |

| Objective | Benefits | Update | Next 6 months | Progress |
|---|--|--|--|---|
| Better use of data | <ul style="list-style-type: none"> • Reduced system costs • Improved security • Improved communications and collaboration | <ul style="list-style-type: none"> • Address data usage policy approved for LLPG, preventing manual address input. • 150 maps and 800 deed packets digitalised for use on GIS system. • Document Management System upgraded with GDPR compliance. | <ul style="list-style-type: none"> • Review how we analyse customer data |  On track |
| DIGITAL CUSTOMER | | | | |
| Increase customer engagement and involvement in digital solutions. | <ul style="list-style-type: none"> • Improved customer satisfaction • Better understanding of customer views and customer journeys • More digitally savvy residents | <ul style="list-style-type: none"> • Tenant Scrutiny and Repairs and Maintenance Panels engaged to inform design of Housing Management System's Tenant Portal. • Customer surveys set up to inform decision making. | |  On track |
| Increase the proportion of services delivered online. | <ul style="list-style-type: none"> • Lower transactional costs • Improved customer satisfaction • Better understanding of customer views and customer journeys • Better information management | <ul style="list-style-type: none"> • Electronic forms to report and pay for services online. • Electronic forms online for customer to access Revenues and Benefits services. • New self-serve scanning station being implemented | <ul style="list-style-type: none"> • Housing tenant portal • Planning services • Replacement income management system to be implemented • Increased customer engagement and user testing |  On track |

| Objective | Benefits | Update | Next 6 months | Progress |
|--|---|---|--|---|
| | | by April 2019 <ul style="list-style-type: none"> • Revenues and Benefits portal go live May 2019. • Self-service Housing Options module live for customers at risk of homelessness. • Public Access software upgraded with enhanced tools for members of the public. | | |
| Improve the accessibility of online services. | <ul style="list-style-type: none"> • Improved customer satisfaction • Better understanding of customer views and customer journeys • More digitally savvy residents • Better information management | <ul style="list-style-type: none"> • Council signed up to the Local Digital Declaration in Dec 18. • Project currently being scoped with NYCC to improve accessibility on mobile devices. • Stakeholder engagement plan drafted. | <ul style="list-style-type: none"> • Making accessibility improvements to the SDC website. • Wi-Fi being installed at Ousegate homeless hostel |  On track |
| DIGITAL WORKFORCE | | | | |
| Create a digital culture | <ul style="list-style-type: none"> • A digital council • Reduced costs • Improved productivity • Better customer service • A more attractive place | <ul style="list-style-type: none"> • Engagement workshops March 2019. • Staff Working group set up to inform projects. • Members ICT working | <ul style="list-style-type: none"> • Align policies to new culture. • Transform processes to maximise use of new technology. |  On track |

| Objective | Benefits | Update | Next 6 months | Progress |
|--|---|--|---|---|
| Improve digital skills | <ul style="list-style-type: none"> • A digital council • Reduced costs • Improved productivity • Better customer service • A more attractive place to work | <ul style="list-style-type: none"> • Skills survey 50% returned. • Results being analysed. | <ul style="list-style-type: none"> • Create ICT skills training programme |  On track |
| Implement technology that supports workplace transformation | <ul style="list-style-type: none"> • A digital council • Reduced costs • Improved productivity • Better customer service • A more attractive place to work | <ul style="list-style-type: none"> • Microsoft partner procurement March 2019. • MyView HR system to be implemented April/May 2019 to provide employees with online payslips/leave booking/time sheets and expenses submissions. | <ul style="list-style-type: none"> • Hardware procurement • Design new Microsoft solution (April/ May 2019) • Test and Implement Microsoft solution (July/ Aug 2019) • Rollout Microsoft solution and hardware (Aug 2019/ Sept 2019) • Implement Support module on Housing Management system to enable Support Officers to update support plans with customers in their homes using mobile devices • Implement scheduling module on Housing |  On track |

| Objective | Benefits | Update | Next 6 months | Progress |
|-----------|----------|--------|---------------|----------|
|-----------|----------|--------|---------------|----------|

Management system to automate allocation of work in real time.

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Report Reference Number: PR/18/9

To: Policy Review Committee
Date: 12 March 2019
Status: Non-Key
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Annual Report of the Policy Review Committee 2018-19

Summary:

The report provides an update on the work of the Policy Review Committee for 2018-19.

Recommendations:

- i. **To agree the Committee's Annual Report for 2018-19 submitted by the Chair of the Policy Review Committee.**
- ii. **To authorise the Chair of the Policy Review Committee to agree the final version of the Annual Report 2018-19 following the inclusion of details from the meeting on 12 March 2019.**

Reasons for recommendation

The Committee ensures the contribution of Policy Review is effective in supporting service improvement and delivery against the council's priorities.

1. Introduction and background

1.1 In the 2018-19 municipal year the Policy Review Committee met on 5 occasions; 24 July 2018, 11 September 2018, 17 December 2018, 15 January 2019 and 12 March 2019.

1.1 The Annual Report 2018-19, attached at Appendix A, provides an update on the topics considered and the work of the Committee.

2. The Report

2.1 The Committee has considered a number of items in 2018-19.

2.1 The topics examined and the subsequent findings of the Committee are outlined in more detail at the full report at Appendix A.

2.2 The details of the discussions at the final meeting of the 2018-19 municipal year (12 March 2019) have not yet been included in the Annual Report. The Committee is asked to agree that the Chair of the Committee be authorised to agree the final version of the Annual Report 2018-19 once these discussions have been included.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

Travel expenses may be incurred for Councillors attending meetings.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

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

4.5 Resource Implications

Not applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

5.1 That the Policy Review Committee endorse the Annual Report for 2018-19.

6. Background Documents

None.

7. Appendices

Appendix A – Draft Policy Review Committee Annual Report 2018-19

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Policy Review Committee

Annual Report 2018-19

Introduction by Councillor James Deans - Chair of the Policy Review Committee



I am pleased to present the Policy Review Committee with the Annual Report for 2018-19.

The Policy Review Committee met 5 times in 2018-19 and considered a range of different issues, including (amongst others) Universal Credit, Medium Term Financial Strategy, the Council's Budget for 2019/20, Taxi Licensing, Gambling Policy, Digital Strategy and the Planning Enforcement Management Plan.

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

I look forward to the continuing progress of Policy Review in 2019-20.

Cllr J Deans

Policy Review Committee Annual Report 2018-19

The Policy Review Committee

The Policy Review Committee membership comprised the following Members during the 2018-19 municipal year:

| Conservative | Labour | Independent |
|-----------------------|--------------------|--------------------|
| J Deans (Chair) | J Shaw-Wright | Mary McCartney |
| M Hobson (Vice Chair) | | |
| K Arthur | | |
| J Cattanach | | |
| D Hutchinson | | |
| | | |
| Substitutes | Substitutes | |
| E Casling | J Thurlow | |
| C Pearson | P Welch | |
| I Reynolds | | |

The Committee met 5 times during the year (July 2018, September 2018, December 2018, January 2019 and March 2019).

The Role of the Policy Review Committee

The Policy Review Committee is one of the Council's three Overview and Scrutiny committees. It is responsible for contributing to the development of Council policy, reviewing and making recommendations regarding existing Council policy and considering and commenting upon the implications on Selby District of the policies of partner organisations and other agencies delivering public services in the District.

2018-19 Work Programme

During 2018-19 the Policy Review Committee reviewed and commented upon a number of topics, including:

- Planning Enforcement Management Plan
- Gambling Policy Refresh
- Universal Credit
- Medium Term Financial Strategy
- Taxi Licensing
- The Budget 2019-20
- Digital Strategy and Transformation Plan
- Annual Report of the Committee 2018-19
- Work Programme of the Committee

| Date of Meeting | Topic | Discussion/Resolution |
|-----------------|--|--|
| 24 July 2018 | <p>Planning Enforcement Management Plan</p> | <p>The Committee received a report from the Planning Development Officer and was asked to agree the use of a specific Planning Enforcement Management Plan (PEMP) to improve the performance of planning enforcement, and note that a specific PEMP would enable the embedding of policy and practice, which would improve responses and output, whilst at the same time setting clear standards for delivery. The Committee's views were being sought on the principle of moving towards a specific PEMP in order to facilitate service improvement.</p> <p>Members expressed concern that prioritisation of enforcement matters was not working, and that better information about enforcement procedures and processes would be useful to both the public and Members. Reporting and monitoring of enforcement was also a key element of the service which Members felt required improvement; Officers confirmed that work would be undertaken on these aspects as part of the development of the PEMP.</p> <p>The Committee strongly supported the development and implementation of a Specific Planning Enforcement Management Plan to improve the performance of planning enforcement, recommended that a specific Planning Enforcement Management Plan would enable the embedding of policy and practice, which would improve responses and output, whilst at the same time setting clear standards for delivery.</p> <p>The Committee also recommended that the existing case load be reviewed, and that all non-planning matters, historic or otherwise, should be removed from the case load and re-directed to the appropriate service,</p> |

| | | |
|---------------------------------|--|---|
| | | <p>and that all out of time duplicate cases and non-planning matters should be culled from the list of outstanding cases. Lastly, Members recommended that on completion of the draft Planning Enforcement Management Plan it should be presented again to the Policy Review Committee for review and comment.</p> |
| | <p>Policy Review Work Programme 2018-19</p> | <p>The Committee considered the work programme and were asked to consider items for inclusion in the 2018/19 municipal year. The Chair emphasised the importance of Officers preparing and submitting reports to the Committee at the meetings for which their items were scheduled on the work programme. The Committee agreed that their work programme required further development</p> <p>The Committee asked the Democratic Services Officer to contact Officers who had items under the 'potential items for 2018/19' section at the end of the work programme, in order to ascertain which committee meetings these would be presented at.</p> <p>The Committee noted the Work Programme for 2018/19 and asked the Democratic Services Officer to contact Officers with items listed under the 'potential items for 2018/19' section at the end of the plan in order to ascertain which committee meetings these would be presented at.</p> |
| <p>11 September 2018</p> | <p>Gambling Policy Refresh</p> | <p>The Committee received a report from the Licensing Manager and was asked to note the draft Gambling Policy, consider the consultation responses received and provide any comments or recommendations. The Committee acknowledged that the Gambling Policy (Statement of Principles) had to be reviewed at least every three years, and the current policy required review and revision (if needed) by January 2019.</p> <p>The Committee noted that the minor changes to the policy were as follows:</p> |

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| | <ul style="list-style-type: none"> i. An updated population figure for Selby District at page 5 of the policy; ii. A footnote relating to the stakes and prizes table at Appendix D to the policy to show they may change; iii. An updated postal address for HM Revenues and Customs (a Responsible Authority) listed in the appendices of the policy; and iv. An observation from the Gambling Commission to suggest that within section 12 of the policy, the Council may wish to include a requirement that Local Risk Assessments were kept on licenced premises. <p>The Committee acknowledged that the suggestion relating to Local Risk Assessments applied to certain types of gambling premises, and that the arrangement could prove useful for Enforcement Officers conducting visits. Members were supportive of the Gambling Commission’s suggestion and agreed that it should form part of Selby District Council’s Gambling Policy.</p> <p>Members noted the draft Gambling Policy and consultation responses received and recommended to Council that the amendments to the Gambling Policy, as set out in the report of the Licensing Manager, including the suggestion of the Gambling Commission that Local Risk Assessments be kept on licenced premises, be approved.</p> | |
| | <p>Universal Credit Update</p> | <p>The Committee received a report from the Customer, Business and Revenue Manager and was asked to consider the content of the report and make any comments on Universal Credit. The report provided an update on the impact of Universal Credit (UC) on Council services, partners and the community and voluntary sectors.</p> <p>The Committee noted that the Universal Credit Full Service had gone live at</p> |

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| | | <p>Selby Job Centre (which covered the majority of postcodes in the district) on 30 May 2018. To date the volume of claimants had been very low (336). As a result the impact on Council services, partners and the community and voluntary sectors was negligible.</p> <p>The Committee were pleased to note that the Department for Work and Pensions had reported on Selby District Council's transition to Universal Credit, and had stated that the Council's approach had ensured a smooth and supportive path for new Universal Credit claimants. Members agreed that the next update on the impact of Universal Credit should be brought to the Committee in 12 months' time.</p> <p>Members noted the updates on Universal Credit as set out in the report and asked Officers to bring a progress report back to the Policy Review Committee in 12 months' time.</p> |
| | <p>Medium Term Financial Strategy</p> | <p>The Committee received a report from the Chief Finance Officer and was asked to consider the content of the report and make any comments on the Council's Medium Term Financial Strategy (MTFS).</p> <p>The report before Members presented an update to the MTFS, covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council on 18 September 2018.</p> <p>The Committee debated the matter and asked a number of questions of officers on a number of issues, including the impact of Brexit on the Council's finances, council tax levels and the level of financial uncertainty facing the Council in the coming years. Some Members expressed concern around spending on projects such as the Tour de Yorkshire and if there were measurable benefits from hosting such events.</p> |

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| | | <p>The Committee noted the content of the report and recommend to Council that the Medium Term Financial Strategy be approved.</p> |
| | <p>Work Programme 2018-19</p> | <p>The Committee considered the work programme and were asked to consider items for inclusion in the 2018/19 municipal year. The Chair took the Committee through the current work programme and explained that a number of items had been added on as a result of the meeting between the scrutiny Chairs and the Executive, held in July 2018.</p> <p>The Committee noted that PLAN Selby had been removed from the work programme as a revised timetable for consideration was being worked on; it would be added back on to the work programme when this new timetable had been established by officers.</p> <p>With reference to the 'potential items' section of the work programme, Members acknowledged that the GDPR impacts report and the Counter Fraud Strategy, Counter Fraud and Corruption Policy and Prosecution Policy were matters to be considered by the Audit and Governance Committee, and as such, should be removed from the Policy Review work programme.</p> <p>Lastly, the Chair explained that the monitoring of planning enforcement performance would be more appropriate as a matter for the Scrutiny Committee, and as a result he had asked the Democratic Services Officer to discuss this with the Chair of Scrutiny, with a view to including it in the Scrutiny Committee's work programme.</p> <p>The Committee noted the work programme for 2018/19, asked the Democratic Services Officer to remove the GDPR impacts report and the Counter Fraud Strategy, Counter Fraud and Corruption Policy and Prosecution Policy from the work programme, as these would be considered by the Audit and Governance Committee, and to discuss the</p> |

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| | | <p>monitoring of planning enforcement performance with the Chair of Scrutiny Committee, with a view to including the matter on the Scrutiny Committee's work programme.</p> |
| <p>17 December 2018</p> | <p>Planning Enforcement Management Plan</p> | <p>The Committee received a report from the Head of Planning and was asked to note the progress and provide comments on the draft Enforcement Management Plan. The report gave Policy Review Committee an up to date position on Planning Enforcement performance and provided an opportunity to comment on the draft Enforcement Management Plan (EMP).</p> <p>Members noted the changes and improvements that had been made to the service since they had last considered the PEMP in July 2018. The overall caseload had been reduced by around 25% despite the generation of new cases on a weekly basis; response times and customer service was improving. The agreement of a detailed Enforcement Management Plan (EMP) was a key step in optimising the Planning Enforcement service.</p> <p>Members discussed the draft EMP in detail and made a number of comments and suggestions. The Committee felt it should be made clearer that whilst there was still a backlog of historic cases, these were continuing to be worked through whilst the future of the service and improvements to it were developed at the same time.</p> <p>In relation to the timescales for dealing with cases, Members felt it should be clarified that the timescales listed in the EMP were the very maximum or 'worst case scenario', and it was likely that most cases would be responded to in a timelier manner. Members understood that some cases could take longer to resolve than others due to sensitive negotiations, and that flexibility was essential.</p> <p>The listing of untidy land as a lower priority matter caused concern for some</p> |

Members, as this was a topic that the public contacted their local Councillors about regularly. Officers explained that it was important to set realistic expectations for the public and Members, and that whilst every case would be taken on its own merit, there needed to be a framework to work within.

Unauthorised advertisements were also raised as an area of concern by the Committee, as they had a detrimental effect on the local area; Officers were asked to consider whether some forms of unauthorised advertising, i.e. in conservation areas, could be prioritised. However, Members did acknowledge that the prioritisation of some enforcement matters above others was difficult and there wasn't a 'one size fits all' that could be implemented across the whole District or within the EMP.

The Committee queried the resource available in the Planning Enforcement Team and asked Officers to confirm if they felt they had sufficient resource to tackle the existing backlog of cases, as well as dealing efficiently with new ones. Officers confirmed that they felt the service was now working efficiently, but that the matter should be monitored and looked at again around six to twelve months after implementation, to ensure that improvements within the service, as a result of the EMP, were continuing to be seen.

Members also indicated that some of the details and wording in the draft EMP could be streamlined and strengthened; the inclusion of elements replicating parts of the NPPF could offer opportunities to appellants where there was perceived to be a difference in the form of words on matters concerning responses to the processes for dealing with action. In order to keep the information in the EMP simple, further explanatory notes could be provided to accompany it when published online.

Proactive monitoring of the performance of the EMP and the Planning Enforcement Team was suggested as an essential component to the

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| | | <p>implementation and success of the plan. The Committee suggested that a Planning Sub-Committee be established to meet and monitor the progress of the enforcement caseload on a quarterly basis. The Committee also requested that an all-Member briefing to formally launch the document take place following agreement of the EMP by the Executive.</p> <p>The Committee welcomed the production of a Planning Enforcement Management Plan, and offered the following comments:</p> <ul style="list-style-type: none"> i. that the time lines for action appeared to be too long, it needed to be emphasised that these were maximum response times; and ii. that the Plan was regarded as not being strong enough and was weakened by too many qualifications relating to available resources; iii. that the inclusion of elements replicating parts of the NPPF could offer opportunities to appellants where there was perceived to be a difference in the form of words on matters concerning responses to the processes for dealing with action. <p>The Committee also recommended that a Planning Enforcement Sub-Committee be established to meet and monitor the progress of the enforcement case load on a quarterly basis, and that following approval by the Executive, an all-Member briefing session be arranged, at which the Planning Enforcement Management Plan would be launched.</p> |
| | <p>Work Programme 2019-20</p> | <p>The Committee considered the work programme and were asked to consider items for inclusion in the 2018-19 municipal year. The Chair took the Committee through the current work programme and noted the upcoming items for the January and April 2019 meetings.</p> <p>The Committee asked that following the next Universal Credit update in</p> |

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| | | <p>September 2019, the matter then be considered every 6 months. Members also agreed that the Planning Enforcement Management Plan should be reconsidered by the Committee again six months after its initial implementation. With reference to the other potential items for the future, Members agreed that Housing Need was an area they would like to consider in the future.</p> <p>The Committee noted the work programme for 2018/19, asked the Democratic Services Officer to ensure that following the next Universal Credit update in September 2019, future updates on the running of the service to the Committee be scheduled every 6 months, and to add the Planning Enforcement Management Plan to the Committee’s work plan for review six months after its implementation. Members also requested that Affordable Housing and Housing Need be added to the Committee’s work plan as a future topic for consideration.</p> |
| <p>15 January 2019</p> | <p>Taxi Policy Review Consultation Update</p> | <p>The Committee received a report from the Licensing Manager which asked Members to note the contents of the report and to make any comments on the draft Taxi Licensing Policy.</p> <p>Members noted that Selby District Council’s Taxi Licensing Policy was being reviewed; a consultation on the proposed policy took place between 1 December 2018 and 12 January 2019. The Council had received 19 responses out of 192. The feedback received indicated a level of agreement with the Council’s recommendations, which had been incorporated into the proposed new Taxi Licensing Policy which went out for public consultation in December 2018.</p> <p>Members discussed the matter in details and considered a number of points, including the following:</p> <ul style="list-style-type: none"> • The introduction of an age limit on existing vehicles |

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| | | <ul style="list-style-type: none"> • Ensuring the correct spelling of discrete was used in the policy. • Inspections for vehicles applying for discrete licences. • Fare levels for wheelchair accessible vehicles, and if they could charge a higher rate – Officers confirmed they could not. • The importance of drivers informing the Council’s Licensing Team if they developed a health condition that could affect their driving. <p>The Committee noted and endorsed the proposed amendments to the Taxi Licensing Policy and the recommendations by Officers.</p> |
| | <p>Draft Revenue Budget and Capital Programme 2019-20 and Medium Term Financial Plan</p> | <p>The Committee received the report of the Chief Finance Officer and were afforded the opportunity to comment on the Draft Revenue Budget and Capital Programme 2019-20 and Medium Term Financial Plan.</p> <p>The Chief Finance Officer updated the Committee on the discussions that were had at Executive meeting on 10 January 2019; the draft minutes of the meeting were circulated to the Committee. The Executive had resolved to amend the proposed increase in council tax to £3 for an average band D property. The Executive Member for Finance and Resources explained the financial impact of this amendment and that there would also be an ongoing impact to the council tax income base and required savings for future years.</p> <p>Members debated the report in full and queried a number of issues, including the outcome of the government’s upcoming Fairer Funding Review, the impact of the 1% reduction in housing rents on the Housing Revenue Account, the future of renewable energy business rates from Drax Power, the option of freezing council tax for one year, investment of the Council’s reserves and returns on property funds, identification of new savings opportunities, levels of borrowing and the expected return in revenue of the Programme for Growth (P4G).</p> |

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| | | The Committee noted the Draft Revenue Budget, Capital Programme 2019-20 and Medium Term Financial Plan, including the amended proposed increase in council tax to £3 for an average band D property and the draft budgets, bids and savings for public consultation. |
| | Work Programme 2018-19 and Planning for 2019-20 | <p>The Committee considered the work programme for the rest of the 2018-19 year, and the draft work plan for 2019-20.</p> <p>Members noted the upcoming items for the next meeting of the Committee in April 2019, and were content with the draft work programme for 2019-20. It was expected that more items would be added to the 2019-20 draft work programme in the coming months.</p> <p>The Committee noted the work programme for the remainder of the 2018-19 year and the draft work programme for 2019-20.</p> |
| 12 March 2019 | Work Programme Planning for 2019-20 | Details of the discussion on this item will be added to the Annual Report 2018-19 after the meeting on 12 March 2019. |
| | Digital Strategy and Transformation Plan | As above. |



Report Reference Number: PR/18/10

To: Policy Review Committee
Date: 16 April 2019
Status: Non-Key
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Policy Review Committee Work Programme 2019-20

Summary:

Councillors are asked to consider items for inclusion on the Work Programme for the Policy Review Committee for the 2019-20 municipal year.

Recommendation:

That the Committee agree items for inclusion on the 2019-20 Work Programme.

Reasons for recommendation:

To ensure the Policy Review Committee establishes a Work Programme that effectively scrutinises and contributes to the development of the policies contained in the Budgetary and Policy Framework of the Council.

1. Introduction and background

1.1 The Policy Review Committee annually formulates a Work Programme setting out their planned work for the year ahead. A list of scheduled meetings (subject to final agreement by Council in March) is provided at Appendix A of the report, alongside a table of suggested selection criteria at Appendix B of the report.

1.2 The Committee's Terms of Reference are also attached at Appendix C.

2. The Report

2.1 The role of the Policy Review Committee is to contribute to the development of the policies contained in the Budgetary and Policy Framework of the Council and to undertake policy reviews referred by the Executive. In addition, the Committee can consider and comment upon the implications on Selby District of the policies of partner organisations and other agencies delivering public services in the District.

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

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

Travel expenses may be incurred for Councillors attending meetings.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

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

4.5 Resource Implications

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

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

5.1 That the Policy Review Committee considers items for inclusion on the Work Programme for 2019-20 and agrees the topics to be discussed over the forthcoming year.

6. Background Documents

None.

7. Appendices

Appendix A – Draft Work Programme for 2019-20

Appendix B – Suggested Selection Criteria

Appendix C – Policy Review Committee Terms of Reference

Contact Officer:

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Democratic Services Officer

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Draft Policy Review Committee Work Programme 2019-20

| Date of Meeting | Topic | Action Required |
|------------------------|---|--|
| June 2019 | Work Programme 2019-20 | To review and amend the committee's work programme for 2019-20 as required. |
| | Empty Homes Strategy | To examine the Council's Empty Homes Strategy. |
| | North Yorkshire Home Choice – Choice Based Lettings | To receive information regarding the impact of changes to the North Yorkshire Home Choice, i.e. withdrawal of City of York Council from the scheme, and the effect this will have on Selby District. |
| | Taxi Licensing Policy | To receive an update on the refresh of the Council's Taxi Licensing Policy. |
| July 2019 | Work Programme 2019-20 | To review and amend the committee's work programme for 2019-20 as required. |
| September 2019 | Air Quality Action Plan | To examine the Air Quality Action Plan and any progress made against it a year on from its adoption in September 2018. |
| | Universal Credit Update | To receive an update on the implementation and running of Universal Credit. |

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| | Medium Term Financial Strategy | To comment on the Medium Term Financial Strategy. |
| October 2019 | Work Programme 2019-20 | To review and amend the committee's work programme for 2019-20 as required. |
| | Planning Enforcement Management Plan | To review and comment on the implementation of the Planning Enforcement Management Plan following 6 months of operation. |
| December 2019 | Work Programme 2019-20 | To review and amend the committee's work programme for 2019-20 as required. |
| | Affordable Housing and Housing Need | To receive a report on Affordable Housing and Housing Need in the Selby District. |
| January 2020 | Work Programme 2019/20 and Work Programme Planning for 2020/21 | To review and amend the committee's work programme for the rest of the 2019-20 year as required, and begin to plan the Committee's Work Programme for the 2020-21 year. |
| | Financial Budget 2020-21 | To review and comment on the Council's proposed 2020-21 Financial Budget. |
| April 2020 | Work Programme Planning for 2020-21 | To review and finalise the Committee's Work Programme for the 2020-20 year. |
| | Annual Report of the Policy Review Committee 2019-20 | To review and approve the Annual Report 2019-20 of the Policy Review Committee. |
| | Universal Credit Update | To receive an update on the implementation and running of Universal Credit. |

The following **provisional** dates are also in the Democratic Services calendar for provisional meetings if required: **TO BE CONFIRMED**

Other potential items for 2019-20:

- PLAN Selby – will be re-added to work plan when new timetable for consideration known

Deep Dives/Working Groups – potential items

To be advised by Members.

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Policy Review Work Programme Selection Criteria

| | Is this the only body within the Council reviewing this item? | Does the topic/policy have a potential impact on the majority of the residents in the Selby District? | Is this an issue to which the Policy Review Committee can add value? e.g. performance improvements, financial improvements | Is the topic/policy chosen in-line with the Committee's Terms of Reference and the Council's Corporate Plan and priorities? |
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| Topics | | | | |
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PART 3.5 - Overview And Scrutiny Arrangements

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

3.5.1 Policy Review Committee

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

3.5.2 Scrutiny Committee

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

3.5.3 Audit and Governance Committee

1. To monitor and report on the effectiveness of the Council's Constitution.
2. To receive reports from the Monitoring Officer on the effectiveness of the Standards Arrangements adopted by the Council.
3. To scrutinise and approve the Council's Annual Governance Statement, statement of accounts, income and expenditure and balance sheet or records of receipts and payments (as the case may

be).

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

3.5.4 Policy Review Committee Chair's Role Profile

1. Providing leadership and direction

- Provide confident, effective leadership and management of the Committee

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

2. Effective meeting management

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

1.5.5 Scrutiny Committee Chair's Role Profile

1. Providing leadership and direction

- Provide confident, effective leadership and management of the Committee
- Promote and publicise the role of Scrutiny both inside and outside of the Council, liaising effectively within the Council and externally with the Council's partners to build understanding of its role
- Maintain effective liaison with the Executive and the Leadership Team to ensure that Scrutiny contributes to effective decision making in Selby
- Develop a balanced work programme with the Committee that includes pre-decision scrutiny, performance monitoring and investigative Scrutiny on issues of benefit to the local community

- Maintain an overview of Scrutiny in order to ensure the effective progress of all work, and learn from best practice elsewhere
- Represent Scrutiny in Council meetings and relevant board and panel meetings, and be accountable for the actions of Scrutiny
- Evaluate the impact and added value of Scrutiny activity and identify areas for improvement
- Encourage the involvement of all interested parties and stakeholders in Scrutiny matters
- Be responsible for personal development, encourage high performance from all Committee Members, assess individual and collective performance and oversee training and development of all involved in the work of Scrutiny
- Demonstrate an objective and evidence based approach to Scrutiny.

2. Effective meeting management

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

3. Holding the Executive to account

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

3.5.6 Audit and Governance Committee Chair’s Role Profile

1. Providing leadership and direction

- Provide confident, effective leadership and management of the Committee
- Promote and publicise the role of Audit and Governance within the Council and externally with partners to build understanding of its role
- Maintain effective liaison with the Executive and the Leadership Team to ensure that Audit and Governance contributes to effective decision making in Selby
- Develop a balanced work programme with the Committee that includes scrutinizing and monitoring the Council’s control systems, procedures and risk management systems
- Maintain an overview of Audit and Governance in order to ensure the

- effective progress of all work, and learn from best practice elsewhere
- Maintain a clear focus on the role of the committee and lead it in line with good governance principles
- Represent Audit and Governance in Council meetings and relevant board and panel meetings, and be accountable for the actions of Audit and Governance
- Evaluate the impact and added value of Audit activity and identify areas for improvement
- Encourage the involvement of all interested parties and stakeholders in Audit and Governance matters
- Liaise and maintain a positive working relationship with both the Council's Internal and External Auditors
- Be responsible for personal development, encourage high performance from all Committee Members, assess individual and collective performance and oversee training and development of all involved in the work of Audit and Governance
- Demonstrate an objective, apolitical and evidence based approach to Audit and Governance.

2. Effective meeting management

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

3.5.7 Standards Sub-Committee

To include two Parish Council representatives as co-opted members

1. Functions relating to standards of conduct of members under any relevant provision of, or regulations made under, the Localism Act 2011.

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