



Meeting: **SCRUTINY COMMITTEE**
Date: **WEDNESDAY, 27 JUNE 2018**
Time: **5.00 PM**
Venue: **COMMITTEE ROOM - CIVIC CENTRE, DONCASTER ROAD,
SELBY, YO8 9FT**
To: **Councillors W Nichols (Chair), S Duckett (Vice-Chair),
D Buckle, L Casling, I Chilvers, D Mackay and D White**

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 - 10)

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 22 March 2018.

4. Chair's Address to the Scrutiny Committee

5. Scrutiny Committee Draft Annual Report 2017-18 - S/18/1 (Pages 11 - 36)

To approve the Scrutiny Committee Annual Report 2017-18 and make any

comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.

6. Scrutiny Committee Work Programme 2018-19 - S/18/2 (Pages 37 - 56)

To agree items for inclusion on the Committee's work programme for 2018-19, and note the meeting dates for the Executive in 2018-19 and agree Scrutiny Committee Member attendance at these meetings.

7. Scrutiny Review 2018 - S/18/3 (Pages 57 - 86)

To consider the report and make any comments or suggestions relating to the Scrutiny Review 2018.

8. Financial Results and Budget Exceptions Report to 31 March 2018 - S/18/4 (Pages 87 - 120)

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

9. Treasury Management Annual Review 2017/18 - S/18/5 (Pages 121 - 132)

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

10. Corporate Performance Report - Quarter 4 - 2017/18 (January to March)/Year End 2017/18 (Pages 133 - 156)

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

11. Housing Tenant Services Update - S/18/7 (Pages 157 - 162)

To note the content of the report and consider how the Committee might contribute to the consultation on the Plan.

12. Programme for Growth - Update on Existing Programme and Proposed New Programme - S/18/8 (Pages 163 - 212)

To consider the updates to the Programme for Growth and provide guidance to officers as to future updates to the Committee.

G Marshall

Gillian Marshall, Solicitor to the Council

Dates of next meetings (5.00pm)
Thursday, 27 September 2018

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.

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Minutes

Scrutiny Committee

Venue:	Committee Room
Date:	Thursday 22 March 2018
Time:	5.00 pm
Present:	Councillors Mrs W Nichols (Chair), Mrs S Duckett (Vice Chair), D Buckle, I Chilvers, D Mackay and Mrs D White
Officers present:	Stuart Robinson, Head of Business Development and Improvement, Dave Caulfield, Director of Economic Regeneration and Place, Angela Crossland, Head of Community, Partnerships and Customers, Kevin Ross, Accountant and Victoria Foreman, Democratic Services Officer
Others present:	Councillor M Crane, Leader of the Council and Councillor C Lunn, Executive Lead Member for Finance and Resources
Public:	0
Press:	0

39. APOLOGIES FOR ABSENCE

There were no apologies for absence.

40. MINUTES

The Committee considered the minutes of the Scrutiny Committee meeting held on 25 January 2018.

RESOLVED:

To approve the minutes of the Scrutiny Committee meeting held on 25 January 2018 for signing by the Chair.

41. DISCLOSURES OF INTEREST

Councillor David Buckle disclosed a non-pecuniary interest in agenda item 11 – Tour de Yorkshire, as he was a non-paid Director for the Sherburn Food and Craft Festival, which was mentioned in the report.

42. CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

The Chair advised the Committee that the order of business on the agenda would be amended; agenda item 10 – Corporate Peer Challenge Feedback and Next Steps would be considered directly after agenda item 5 – Corporate Performance Q3 – 2017/18.

The Chair also informed the Committee that the item on Council Funded Community Centres, originally scheduled for consideration at this meeting, would be delayed until later in the year due. The deferral had been agreed following a meeting with the Director for Corporate Services and Commissioning, Councillor D Buckle and the Head of Community, Partnerships and Customers.

43. CORPORATE PERFORMANCE Q3 – 2017/18 (OCTOBER TO DECEMBER) – S/17/13

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

The Committee noted that the results were generally positive with 64% of KPIs showing improvement over the longer term and 75% of KPIs on target – both slightly better than they were in quarter 2. Notable aspects of performance included: missed bins; empty homes; and improvements in both staff sickness and complaints handling.

However, Members expressed concern around some homes in the District being left empty for too long, despite the number of people on the housing waiting list. Four properties at Barley Fields in Barlby that had been empty for six months were identified as an example; Officers confirmed that they would look into the matter.

Officers also explained that the turnaround times for some Council properties were longer than expected due to the amount of work needed to bring some homes up to standard once previous tenants left the properties; meaning, the remedial work took longer to complete.

Members were pleased to see planning application targets being met, but were troubled by the decline in numbers of people attending leisure centres. It was suggested by the Committee that there needed to be more evidence of publicity and marketing for the leisure centres.

Officers confirmed that the accidents at work that had been reported were relatively minor, and that a number of managers had been sent on intensive safety courses in order to improve safety in the workplace.

RESOLVED:

- i. **To note the report.**
- ii. **To ask Officers to look into the issue of empty properties at Barley Fields in Barlby.**

44. CORPORATE PEER CHALLENGE FEEDBACK AND NEXT STEPS – S/17/8

The Head of Business Development and Improvement introduced the report which asked the Committee to consider the contents and make comments on the Corporate Peer Challenge, with a particular focus on the Peer Challenge's recommendations around strengthening and improving scrutiny at Selby.

Members noted that the LGA had delivered a Corporate Peer Challenge on behalf of Selby DC in November 2017. The Council had received the final feedback report which was broadly positive but did contain a number of recommendations for how the Council could improve. The Council had committed to using the Peer Challenge as a tool for improvement and had developed an improvement plan in response to the findings and recommendations of the LGA team. On 1 February 2018 the Executive had approved the improvement plan subject to any comments made by full Council on 22 February 2018.

The Committee requested more details regarding the plans for reviewing scrutiny at Selby, and emphasised the importance of the Committee being involved in the work.

It was felt by some Members that scrutiny at Selby suffered as a result of there not being a dedicated Scrutiny Officer, and that the resources available to support scrutiny should be improved. The Committee felt that as a result of the above, issues scrutiny wanted to look at would be delayed i.e. Council Funded Community Centres.

There were concerns that a number of Committee Members were not able to attend scrutiny training arranged for 12 April 2018 by Kirklees Council, and that the Committee had not been consulted on the date. The Committee felt that the principles of scrutiny at bigger authorities like Kirklees were fundamentally different to those at Selby, and as such, training delivered by a large authority may not be relevant.

It was felt by the Committee that the Executive should ask Scrutiny to look at their work before final decisions are made, i.e. pre-scrutiny on matters such as the Car Parking Strategy, and that this would help to improve the transparency of Executive decision making. Officers advised the Committee that the upcoming mid-term refresh of the Corporate Plan could be used as a framework

by Scrutiny in order to identify upcoming Executive work that they might wish to examine further.

Some Committee Members also felt that Scrutiny Committee should be getting out into the community, scrutinising the work across numerous departments of the Council and as identifying and examining issues that local residents were concerned about.

RESOLVED:

- i) To note the report.**
- ii) To ask Officers to ensure that Scrutiny Committee was involved in the review of scrutiny at Selby.**
- iii) To use the mid-term refresh of the Council's Corporate Plan as a framework to identify upcoming Executive work that the Committee may wish to examine further.**
- iv) To consider different ways in which the Committee's work could be developed, such as community visits, scrutinising across different Council departments and examining issues of local concern for residents.**

45. FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 DECEMBER 2017 – S/17/14

The Council's Accountant introduced the report which asked the Committee to note the contents and make any comments on the Council's financial results and budget exceptions.

The Committee noted that at the end of quarter 3, the full year forecast for the General Fund showed an estimated surplus of (£304k) ((£146k) quarter 2) and the HRA an estimated surplus of (£453k) ((£378k) quarter 2) against the approved budget.

The Officer explained that planned savings for the year had already been achieved in the HRA. A number of General Fund savings had also been achieved in Q3, but there was still a further £34k of savings to be achieved in the remaining part of the year.

Members acknowledged that the capital programme was forecasting an underspend of £2.599m, £0.486m on the General Fund programme and £2.113m on the HRA programme.

The Programme for Growth 3 had been established as part of the budget setting process last year. Across all programmes, including salaries, an in-year underspend of (£1.8m) due to timing on P4G schemes was anticipated; there was a corresponding reduction in reserve contributions for this. This money was still committed to be spent in full in future years.

Members raised a number of queries with Officers at the meeting, including the need for replacement ticket machines at the back Micklegate car park in Selby, the underspend of the disabled facilities grant, remedial work on the culvert at Portholme Road, about which Members requested an update due to the risk of flooding, and the progress of the plans for co-location with the Police at the Council Offices.

RESOLVED:

- i. **To note the report.**
- ii. **To ask Officers to update the Committee on repair work required on the culvert at Portholme Road.**

46. TREASURY MANAGEMENT MONITORING REPORT FOR Q3 – S/17/15

The Council's Accountant introduced the report which asked the Committee to note the content and make any comments on the Council's treasury management activities.

The Committee noted that the report reviewed the Council's Treasury Management Activity for the 9 month period 1 April 2017 to 31 December 2017 and presented performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

Members acknowledged that with regard to investments, the Bank of England Bank Base Rate had increased on 2 November from 0.25% to 0.5% in line with market speculation earlier in the year. No further bank rate increases were expected until December 2018 at the earliest. The overall average rate achieved up to 31 December was 0.47%. Investment returns were budgeted for £125k and as at Q3, and the forecast outturn was expected to be around £253k (£190k allocated to the General Fund; £63k to the Housing Revenue Account).

The Officer explained that the Council had long term borrowing of £59.3m at 31 December 2017. Interest payments of £2.5m were forecast for 2017/18 (£0.1m allocated to the General Fund; £2.4m to the Housing Revenue Account).

Lastly, the Committee noted that the Council's affordable limits for borrowing were not breached during the period in question.

RESOLVED:

To note the report.

47. PROGRAMME FOR GROWTH UPDATE – S/17/16

The Director of Economic Generation and Place introduced the report which asked the Committee to discuss the content and provide comments on the progress of the P4G projects.

The Committee noted that Selby District Council's Programme for Growth (P4G) was established in 2011 as a means of focussing and managing investment in

key Council priorities. The report before Members summarised overall progress on P4G to date, highlighted the key messages from the recent LGA Peer Review on P4G, and outlined the next steps for identifying future P4G projects.

The Committee asked questions of Officers and raised a number of issues for discussion, including P4G's links to the Visitor Economy Strategy and tourism in the District and the importance of effective street cleaning, fly tipping recovery and waste management on improving the local area.

RESOLVED:

- i. **To note the report.**
- ii. **To add to the Scrutiny Committee's work programme for 2018/19 consideration of the changes made to the Programme for Growth as part of the Corporate Plan refresh, and as a response to the LGA Peer Challenge recommendations.**

48. OLYMPIA PARK – UPDATE ON PROGRESS AND NEXT STEPS – S/17/17

The Director of Economic Regeneration and Place introduced the report which asked the Committee to note the work carried out to date, and proposed next steps to enable the delivery of Olympia Park.

The Committee understood that the report sought to update the Scrutiny Committee on the proactive work that Officers from Selby District Council had undertaken with landowners and other key partners to unlock delivery of Olympia Park, a key strategic site for the Council.

The Committee were pleased to note that £8.9m in funding had been awarded to the Council by Homes England, following a successful bid to the Housing Infrastructure Fund by Officers. The funding would be released to the Council in summer 2018, and would have to be committed for spending by 2021. There had already been meaningful engagement with the site's landowners, but equally as important was the community's involvement in the plans for the site.

Members were pleased to see works being started on the site to remove rubble, and asked that the 'new' primary school mentioned in the report be referred to in future as the 're-sited' school.

RESOLVED:

- i. **To note the work carried out to date.**
- ii. **To ask Officers that in future reports the proposed primary school on the site be referred to as the 're-sited' school.**

49. TOUR DE YORKSHIRE 2017 – S/17/19

The Head of Community, Partnerships and Customers introduced the report which asked the Committee to note the content and consider future involvement in shaping the Council's approach to managing major cycle events in the District.

The Committee noted that The Tour de Yorkshire (TdY) 2017 Stage 2 race start for both the men's and women's races was hosted by Selby District Council at Tadcaster on 29 April 2017. This was the third TdY event and the second hosting arrangement for Selby District since the race's inception in 2015. Selby District also hosted the race starts for Stage 2 of the event in Selby town in 2015, and saw two race routes come through the area in 2016. The race would not enter the District in 2018.

Officers explained that the Council were keen to ensure that the approach to major cycle events in the District remained in line with the corporate plan priorities. The race would not pass through Selby District in 2018, but the Council should be prepared to consider further involvement in the race in future years to ensure that Selby District remained a regional presence alongside neighbouring authorities.

The Committee were supportive of events and initiatives to promote the District and tourism in the area, and felt that having the start or finish of a major cycling event in the District would always be a big draw for local people and visitors from outside the area.

Members noted that whilst it was hard to prove the direct economic benefit of the event to the Selby District, the overall benefit for Yorkshire, the way in which the profile of the area was raised and the legacy it provided were certainly evident and very important. The Tour de Yorkshire had inspired other community events such as the Sherburn Food and Craft Festival, which thousands of people attended.

Members suggested that key to making the most of future cycling events was ensuring that the local communities were engaged and involved, and that subsequent events inspired by them were sustainable. The Committee agreed that the Council's approach to forthcoming Tour de Yorkshire events be explored at a future meeting. Officers also suggested the Council's Visitor Economy Strategy as a topic for consideration at a future meeting of the Committee in 2018/19.

RESOLVED:

- i. To note the report.**
- ii. To express the Committee's support for future cycling events in the District.**
- iii. To consider the Council's approach to forthcoming Tour de Yorkshire events in the District at a future meeting of the Committee in 2018/19.**

iv. To consider the Council's Visitor Economy Strategy at a future meeting of the Committee in 2018/19.

50. SCRUTINY COMMITTEE WORK PROGRAMME 2017/18 AND 2018/19

The Committee considered the work plan for the remainder of the 2017/18 municipal year and the draft plan for 2018/19.

The Democratic Services Officer confirmed that Nigel Adams MP had been invited to a future meeting of the Committee, most likely in September, subject to final confirmation from his office. Members noted that in order for Mr Adams to be able to attend, the meeting of the Committee would need to move from Thursday 27 September to Friday 28 September 2018.

The Democratic Services Officer also confirmed that the review of the Car Parking Strategy and tariffs was on the Committee's work programme for later in the 2018/19 year, to tie in with the Executive's review of the arrangements following a year of operation.

Members noted that the review of Council Funded Community Centres would be kept under review on the work programme and allocated a specific date when appropriate.

The Committee indicated that they would be interested to hear from the Chair of the North Yorkshire Police and Crime Panel, and that he should be invited to a future meeting.

Members also suggested that the Committee consider transport as a topic for a future meeting, and that a provisional meeting date be used for this purpose. The Committee asked the Democratic Services Officer to identify a date and invite representatives from Northern Rail, Arriva and Leeds City Region to the meeting.

RESOLVED:

- i) To note the work plan for the remainder of the 2017/18 municipal year and the draft plan for 2018/19.**
- ii) To note that should Nigel Adams MP be able to attend the September meeting of the Committee, the meeting would need to be moved from Thursday 27 September to Friday 28 September.**
- iii) To keep Council Funded Community Centres under review on the work programme for allocation of a specific date later in the year.**
- iv) To ask the Democratic Services Officer to invite the Chair of the North Yorkshire Police and Crime Panel to a future meeting of the Committee.**

- v) **To add to the work programme the topic of transport in the District, and that a provisional meeting date be used for this purpose; the Democratic Services Officer was asked to invite to the meeting representatives from Leeds City Region, Arriva and Northern Rail.**

The meeting closed at 7.00pm.

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Report Reference Number: S/18/1

To: Scrutiny Committee
Date: 27 June 2018
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: Gill Marshall, Solicitor to the Council

Title: Scrutiny Committee Draft Annual Report 2017-18

Summary:

A Draft Annual Report 2017-18 is provided for the Committee's consideration and approval.

Recommendations:

- i. **To approve the Scrutiny Committee Annual Report 2017-18.**
- ii. **To make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.**

Reasons for recommendation

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

1. Introduction and background

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

2. The Report

- 2.1 A draft Annual Report 2017-18 is attached at Appendix A. This has been drafted by the Chair and the Democratic Services Officer for the Committee's consideration.

2.2 The report includes:

- An introduction from the Chair
- A summary of the membership, role and work of the committee; and

- An appendix comprising a retrospective work programme and summary of decisions for 2017-18.

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

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

Travel expenses may be incurred for Councillors attending meetings.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

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

4.5 Resource Implications

Not applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

5.1 The Committee is asked to approve the Draft Annual Report 2017-18 to comply with the requirement of Article 6 of the Constitution.

6. Background Documents

None.

7. Appendices

Appendix A – Scrutiny Committee Draft Annual Report 2017-18

Contact Officer:

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

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Scrutiny Committee

Annual Report 2017-18

Introduction by Councillor Nichols - Chair of the Scrutiny Committee



I am pleased to present the Scrutiny Committee's Annual Report 2017-18, which sets out the work undertaken by the Committee over the course of 2017-18 municipal year.

The Scrutiny Committee has met six times during 2017-18 and considered a range of different topics and issues.

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

The Scrutiny Committee

The Scrutiny Committee membership comprised the following members during the 2017-18 municipal year:

7 Members

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

The Role of the Scrutiny Committee

Scrutiny was introduced by the Local Government Act 2000.

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

Scrutiny's main roles are:

- To scrutinise the performance of the Council and that of its partner organisations and other agencies delivering services within the Selby District.

- To exercise the Council's statutory obligations and powers in relation to Scrutiny.
- Exercise the right of call-in of decisions and recommendations made, but not yet implemented.
- To issue reports and make recommendations, where appropriate, and in relation to any matters listed above, for consideration by the Council, Executive or the relevant Committee of the Council.

2017/18 Work Programme

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

Conclusion, 2018-19 and the Scrutiny Review

The Scrutiny Committee fulfilled its role through its work programme in 2017-18; however, as a result of the Corporate Peer Challenge undertaken in November 2017, it was recommended that the scrutiny function at Selby should be strengthened.

The report of the Peer Review Group was considered by the Scrutiny Committee at its meeting in March 2018, and it was agreed that work to improve scrutiny at Selby should be progressed throughout the 2018-19 year.

Scrutiny training was provided by Kirklees Council in April 2018, from which a number of themes, actions and goals were identified from the work of Members present at the sessions, which were subsequently presented to the Scrutiny Working Group for consideration.

A report about the Scrutiny Review was considered by the Executive on 24 May 2018; the recommendations set out in this report were a reflection of the discussions had at the Kirklees training in April 2018 and at the meeting of the Scrutiny Working Group on 24 April 2018.

The Executive were supportive of the way forward and agreed the recommendations at their meeting on 24 May 2018.

The report will also be considered for comments and suggestions by the Scrutiny Committee at its meeting on 27 June 2018, and then by the Council in July 2018.

Councillor Wendy Nichols
Chair, Scrutiny Committee

Scrutiny Committee - Work Programme 2017-18

Date of Meeting	Topic	Discussion / Resolution
6 July 2017	Forward Plan	The Committee queried why the Council was funding a new roundabout for Staynor Hall when usually the funding roads and highways was the responsibility of the County Council. It was agreed a response would be sought on this.
	Corporate Performance Report Quarter 4 (January to March 2017)	<p>The report provided an update on the delivery of the Council's Corporate Plan 2015-20 and issues raised by the Committee at the last meeting, including missed bin collections, visits to Council leisure centres, the savings target, empty homes and sickness absence.</p> <p>Concerns were also raised at the lack of progress with the Olympia Park development and cleanliness of the Leisure Centre in particular the changing rooms. The Committee suggested that it would be helpful in the future to include remedial actions and progress on delivering them in the exceptions report.</p>
	Scrutiny Work Programme	<p>The Committee considered the Work Programme and discussed progress on empty homes, media reports about the Selby War Memorial Hospital, Selby Leisure Centre and emergency planning arrangements.</p> <p>The Committee agreed to update the work programme with the above comments.</p>
28 September 2017	Programme for Growth	The report provided an update on the progress with Programme for Growth 3 (P4G3) projects.

		<p>The Committee discussed a number of issues, including labour market challenges, nursery provision, split-shifts and public transport availability for workers at Sherburn Enterprise Park, and the Council's involvement in the expansion of Church Fenton Studios.</p> <p>Members also asked for more detail on labour market challenges in the next P4G update to the Committee and that clearer targets and outcomes be included in the P4G guidance note for Councillors to be able to better understand the outputs delivered by the programme.</p> <p>The Committee noted the content of the report.</p>
	<p>Olympia Park Development</p>	<p>The report updated the Committee on the work carried out to date, and proposed next steps, to enable the delivery of Olympia Park.</p> <p>The Committee noted that unlocking the site for development was proving to be difficult, and that other options were being considered in order to make it viable for developers. A bid for Housing Infrastructure Funding (HIF) was being submitted by the Council to the Homes and Communities Agency (HCA) in order to access monies to open up the site and bring the development forward.</p> <p>Further discussion took place in relation to the report on a number of matters, including concern amongst Members that farmland would be lost to housing on some parts of the site, that there were known flooding, ground condition and contaminated land issues, that brownfield sections would be left as they were and that the number of homes that could be built would be reduced. The importance of improving cycle and pedestrian access from the Olympia Park site into Selby town centre was emphasised,</p>

		<p>The Committee referenced a past evaluation which stated that industrial use would be a more efficient and appropriate use of the land, and suggested that a further update on Olympia Park be brought back in six months' time.</p> <p>The Committee noted the work carried out to date, and proposed next steps, to enable the delivery of Olympia Park, and instructed officers to bring an update back to Committee in six months' time.</p>
	<p>Corporate Performance Report for Q1 2017/18</p>	<p>The report presented to the Committee had been considered by the Executive at their September meeting.</p> <p>The Committee noted that layout of the report had been amended following feedback from both Executive and Scrutiny.</p> <p>Members expressed concerns regarding the number of reported missed bins and time taken to process new benefit claims and changes to details, and queried the reason for scaffolding erected at new affordable homes on St Joseph's Street in Tadcaster.</p> <p>The Committee received and noted the report.</p>
	<p>Leisure Annual Review</p>	<p>The Committee received a verbal update on issues raised by the Committee at their last meeting and on the annual review, and noted the following:</p> <ul style="list-style-type: none"> - Issues relating to cleanliness in the changing rooms had been addressed and as a result the cleaning plan had been reviewed. - Officers had asked Inspiring Healthy Lifestyles (IHL) to actively promote the complaints procedure.

		<ul style="list-style-type: none"> - Footfall had improved in Selby and Tadcaster, with 1000 swimmers using the Learn to Swim programme and 24 schools using the pool at Selby. There had also been enthusiastic support for recent cycle events such as the Tour de Yorkshire. - 23 student work placements from a range of local and regional schools, colleges and universities had been hosted as well as local volunteers supporting various activities. - The adult weight management programme had a positive impact for those involved. - The Committee asked officers to look into a reported leak near the entrance of Selby Leisure Centre. <p>The Committee noted the update.</p>
	<p>Financial Results and Budget Exceptions to 30 June 2017</p>	<p>The report had been considered by the Executive on 7 September 2017.</p> <p>The Executive Lead Member for Finance and Resources, Councillor C Lunn, was also in attendance for this item.</p> <p>The Committee discussed the report in further detail and raised a number of points, including concerns regarding the potential move of the contact centre from Market Cross to the Civic Centre and subsequent pressure on car parking, bus station refurbishment and Selby Town Enterprise Partnership (STEP) funding.</p> <p>The Committee noted the report.</p>

	<p>Treasury Management Monitoring Report for Q1</p>	<p>The report had been considered by the Executive on 7 September 2017 and set out the progress against borrowing in Quarter 1. The Executive Lead Member for Finance and Resources was in attendance for this item.</p> <p>A query was raised regarding the use of £8m of affordable housing funds and whether this could be used across the whole District; Officers confirmed that it could.</p> <p>The Committee noted the report.</p>
	<p>Scrutiny Committee Work Programme 2017-18</p>	<p>The Committee considered the Work Programme and Executive Forward Plan.</p> <p>The Committee asked that the Council's approach to emergency planning be considered at a future meeting, that Council funded community centres be looked at again and that the scheduling of Scrutiny Committee meetings for 2018-19 be more evenly spaced throughout the municipal year.</p> <p>The Committee updated the Work Programme.</p>
<p>17 October 2017</p>	<p>Call-In: Car Parking Strategy and Tariff Review</p>	<p>As a result of the call-in of the Executive decision taken on 19 September 2017, the Committee met to consider the Car Parking Strategy and Tariff Review.</p> <p>The Committee was asked to consider the following options; to refer the decision back to the Executive for reconsideration, agree with the decision made by the Executive and take no further action or refer the decision to Council.</p> <p>Five Councillors had called-in the decision because they had felt that it was contrary to the decision making principles as set out at Article 13.1 (b) and (i) of the Constitution. Of particular concern had</p>

been the lack of clarity regarding the financial effects of changes discussed the Council meeting immediately before the Executive.

Members debated the call-in and considered the weight given to additional representations regarding free parking in Tadcaster, enforcement of the extra free hour in Tadcaster and the impact of the loss of income on the Council and the rationale behind the level of increases to parking charges in Selby due to the potential impact on the local economy and deprived areas of the town.

The Executive Lead Member for Finance and Resources explained that the two hours free parking in Selby would have had a detrimental effect on the Council's revenue and that there would be a twelve month post implementation review of any changes to the District's car parks.

The Committee noted that a new order would be required under Section 35 of the Road Traffic Regulation Act 1984.

The importance of scrutiny in the decision making process of the Council was emphasized; it was felt that more time and consideration should be given to scrutiny and that the tariff review and strategy should have been through pre-decision scrutiny. The Committee referred the matter back to the Executive for reconsideration.

The Committee referred the decision back to the Executive for reconsideration for the following reasons:

- 1. The decision of the Executive had been taken without the full financial information and costings being presented to**

		<p>all Members at the Council meeting;</p> <ol style="list-style-type: none"> 2. The modelling information relating to the impact of not having two hours free parking in Selby, as well as an increase in tariffs in the town, was not fully taken into account; 3. There were concerns regarding the increase in parking charges in Selby town from £1.20 to £1.50 and the potential impact on the local economy; 4. There were concerns regarding scheme piloting and enforcement; 5. Press releases had been published prior to the expiry of the five day call-in period that is required following an Executive decision; and 6. The decision was taken in five minutes at a meeting of the Executive convened immediately after the Council meeting.
23 November 2017	Emergency Planning	<p>The report explained the Council's arrangements for emergency planning and was considered alongside a presentation from NYCC's Resilience and Emergencies Team Leader and Senior Resilience and Emergencies Officer.</p> <p>Members discussed the presentation and report and raised a number of queries, such as the impact of past incidents in Selby, improvements required in the support and knowledge of the Environment Agency, the use of Selby Leisure Centre as a rest centre, communications during incidents and feedback of local</p>

knowledge to the authorities.

The Committee asked that the presentation be offered to all Members of the Council and that Scrutiny Committee receive a twice-yearly report on all incidents dealt with by the emergency planning team. Officers were also asked to consider allowing some Members to observe a live or table top exercise, in order for them to gain an understanding of how such exercises are undertaken and managed.

The Committee:

- 1. Noted the Council's arrangements for emergency planning.**
- 2. Circulated copies of the presentation slides to Committee Members.**
- 3. Asked Officers to give the presentation to all Selby District Councillors at a future training date.**
- 4. Asked Officers to circulate copies of the Elected Members' Resilience and Emergency Response Handbook 2017 to all Selby District Councillors.**
- 5. Asked Officers to consider allowing Member observation at a live or table-top emergency planning exercise.**
- 6. Requested a report every six months detailing all incidents dealt with by the emergency planning team at Selby District Council.**

	Scrutiny Committee Work Programme 2017-18	<p>Members considered the Committee's work programme for the rest of the 2017-18 municipal year.</p> <p>The Committee recognised that recommendations from the LGA Peer Review were likely to have an impact on the work of the Committee. The Committee also requested that a report on the Police co-location to be added to the work plan.</p> <p>The Committee added a report regarding the impact of the co-location of the Police at the Civic Centre to its Work Programme.</p>
25 January 2018	Housing Development Programme 2017-20	<p>The report updated the Committee on the Housing Development Programme 2017-20.</p> <p>The Committee considered the report and raised points relating to the exemption of homes under the Selby District Housing Trust from right to buy schemes and the use of garage sites around the District for housing. Members felt that a managed approach was needed in order to avoid leaving garages vacant unnecessarily. The Committee asked for further data on the rental of Council owned garages.</p> <p>The Committee noted the report and asked Officers to send data on the rental of Council owned garages to Members.</p>
	Corporate Performance Report – Quarter 2 – 2017-18 (July to September)	<p>The report gave an overview of the Council's corporate performance.</p> <p>Members asked questions on the report, including on the recovery of sundry debt and the time taken to re-let vacant Council homes, particularly rural bungalows which were proving harder to let. Members emphasised the need for long-term planning of homes</p>

		<p>and asked that this matter be fed into the work of the Housing Development Programme.</p> <p>The Committee noted the report.</p>
	<p>Financial Results and Budget Exceptions Report to 30 September</p>	<p>The report updated the Committee on the Council's financial results and budget exceptions.</p> <p>Members asked if an impact report on the effect of the Tour de Yorkshire Event on Selby District could be brought to a future meeting of the Committee for consideration; the Committee understood that some traders in Tadcaster were still struggling and it was reported that some business had even seen a fall in profits as a result of the Tour de Yorkshire.</p> <p>Members raised other issues including delays to the Lifeline system at St Wilfrid's Court, access to employment in the District, particularly around matching local job-seekers to local jobs in areas such as Sherburn, and transport for employment.</p> <p>The Committee noted the contents of the report, asked that a report on the impact of the Tour de Yorkshire on Selby District and its businesses be brought to the Committee at a later date, and requested further information on the delay to upgrades of the Lifeline System at St Wilfrid's Court.</p>
	<p>Treasury Management Monitoring Report for Q2</p>	<p>The report apprised the Committee on the Council's treasury management activities for the 6 month period 1 April 2017 to 30 September 2017 and presented performance against the Prudential Indicators.</p> <p>The Committee were pleased to note that the pension deficit had been paid off in total last year, and that at present, the North</p>

		<p>Yorkshire Pension Fund was funded at 107%, which was a vast improvement on 30% a few years ago.</p> <p>The Committee noted the report.</p>
	<p>North Yorkshire Children's and North Yorkshire Safeguarding Adults Board Annual Reports 2016-17</p>	<p>The report gave details of the annual reports for the North Yorkshire Children's and North Yorkshire Safeguarding Adults Boards.</p> <p>The Committee noted that from April 2018 there would be further responsibilities for District Councils to consider, in conjunction with County Councils.</p> <p>The Committee noted the annual reports.</p>
	<p>Scrutiny Committee Work Programme 2017-18 and 2018-19</p>	<p>Members considered the Committee's work programme for the rest of the 2017-18 municipal year and the draft plan for 2018-19.</p> <p>The Committee requested that Nigel Adams MP be invited to attend a future meeting, and that it would be appropriate for theme to consider the report on the findings of the LGA Peer Review, with a particular focus on scrutiny.</p> <p>It was also agreed that the Car Parking Strategy and Tariff Review, which had been considered as a call-in item in October 2017, should come back to Committee in order for the impact of the revised tariffs to be examined following monitoring for the trial period of 6 to 12 months.</p> <p>It was also agreed that should the co-location of the Police at the Council Offices was delayed, the matter should be moved further down the Committee's work programme for 2018/19.</p>

		<p>The Committee noted the work programme for 2017/18 and the draft work programme for 2018/19, asked the Democratic Services Officer to invite Nigel Adams MP to a future meeting, added to the work programme for 2018/19 the report on the findings of the LGA Peer Review and the Car Parking Strategy and Tariff Review, and agreed that should the co-location with the Police at the Council Offices be delayed, the matter be moved further down the Committee's work programme for 2018/19.</p>
22 March 2018	<p>Corporate Performance Q3 – 2017/18 (October to December)</p>	<p>The Committee to note the contents and make any comments on the Council's corporate performance.</p> <p>Members expressed concern around some homes in the District being left empty for too long and the turnaround times for some Council properties being longer than expected due to the amount of work needed to bring some homes up to standard once previous tenants left the properties.</p> <p>Members were pleased to see planning application targets being met, but were troubled by the decline in numbers of people attending leisure centres. It was suggested by the Committee that there needed to be more evidence of publicity and marketing for the leisure centres.</p> <p>Officers confirmed that the recorded accidents at work that had been reported were relatively minor, and that a number of managers had been sent on intensive safety courses in order to improve safety in the workplace.</p> <p>The Committee noted the report and asked Officers to look into the issue of empty properties at Barley Fields in Barlby.</p>

Corporate Peer Challenge - Feedback and Next Steps

The Committee were asked to consider the contents and make comments on the Corporate Peer Challenge, with a particular focus on the Peer Challenge's recommendations around strengthening and improving scrutiny at Selby.

The Committee discussed the matter in detail, and made the following points:

- Members requested more details regarding the plans for reviewing scrutiny at Selby, and emphasised the importance of the Committee being involved in the work.
- The Committee felt that as a result of there being no dedicated Scrutiny Officer, scrutiny at Selby suffered as a result.
- There were concerns around availability for scrutiny training arranged for 12 April 2018 by Kirklees Council, and that the principles of scrutiny at bigger authorities like Kirklees were fundamentally different to those at Selby, and as such, training delivered by a large authority may not be relevant.
- The Executive should ask Scrutiny to look at their work before final decisions are made, i.e. pre-scrutiny on matters such as the Car Parking Strategy, and that this would help to improve the transparency of Executive decision making.
- The Committee noted that the upcoming mid-term refresh of the Corporate Plan could be used as a framework by Scrutiny in order to identify upcoming Executive work that they might wish to examine further.

		<p>- Some Committee Members also felt that Scrutiny Committee should be getting out into the community, scrutinising the work across numerous departments of the Council and as identifying and examining issues that local residents were concerned about.</p> <p>The Committee noted the report, asked Officers to ensure that Scrutiny Committee was involved in the review of scrutiny at Selby, noted that the mid-term refresh of the Council's Corporate Plan could be used as a framework to identify upcoming Executive work that the Committee may wish to examine further, and resolved to consider different ways in which the Committee's work could be developed, such as community visits, scrutinising across different Council departments and examining issues of local concern for residents.</p>
	<p>Financial Results and Budget Exceptions Report to 31 December 2017</p>	<p>The Committee were asked to note the contents and make any comments on the Council's financial results and budget exceptions.</p> <p>Members raised a number of queries with Officers at the meeting, including the need for replacement ticket machines at the back Micklegate car park in Selby, the underspend of the disabled facilities grant, remedial work on the culvert at Portholme Road, about which Members requested an update due to the risk of flooding, and the progress of the plans for co-location with the Police at the Council Offices.</p> <p>The Committee noted the report and asked Officers to update the Committee in repair work to the culvert at Portholme Road.</p>
	<p>Treasury Management Monitoring Report for Q3</p>	<p>The Committee were asked to make any comments on the Council's treasury management activities.</p>

	<p>Programme for Growth Update</p>	<p>The Committee noted the report.</p> <p>The Committee were asked to discuss the content and provide comments on the progress of the P4G projects.</p> <p>The Committee asked questions of Officers and raised a number of issues for discussion, including P4G's links to the Visitor Economy Strategy and tourism in the District and the importance of effective street cleaning, fly tipping recovery and waste management on improving the local area.</p> <p>The Committee noted the report and agreed to add to the Scrutiny Committee's work programme for 2018/19 consideration of the changes made to the Programme for Growth as part of the Corporate Plan refresh, and as a response to the LGA Peer Challenge recommendations.</p>
	<p>Olympia Park – Update on Progress and Next Steps</p>	<p>The Committee were asked to note the work carried out to date, and proposed next steps to enable the delivery of Olympia Park.</p> <p>The Committee were pleased to note that £8.9m in funding had been awarded to the Council by Homes England, following a successful bid to the Housing Infrastructure Fund by Officers. The funding would be released to the Council in summer 2018, and would have to be committed for spending by 2021. There had already been meaningful engagement with the site's landowners, but equally as important was the community's involvement in the plans for the site.</p> <p>Members were pleased to see works being started on the site to remove rubble, and asked that the 'new' primary school mentioned in the report be referred to in future as the 're-sited' school.</p>

		<p>The Committee noted the work carried out to date and asked that in future reports the proposed primary school on the site be referred to as the ‘re-sited’ school.</p>
	<p>Tour de Yorkshire 2017</p>	<p>The Committee were asked note the content and consider future involvement in shaping the Council’s approach to managing major cycle events in the District.</p> <p>The Committee were supportive of events and initiatives to promote the District and tourism in the area, and felt that having the start or finish of a major cycling event in the District would always be a big draw for local people and visitors from outside the area.</p> <p>Members noted that whilst it was hard to prove the direct economic benefit of the event to the Selby District, the overall benefit for Yorkshire, the way in which the profile of the area was raised and the legacy it provided were certainly evident and very important. The Tour de Yorkshire had inspired other community events such as the Sherburn Food and Craft Festival, which thousands of people attended.</p> <p>Members suggested that key to making the most of future cycling events was ensuring that the local communities were engaged and involved, and that subsequent events inspired by them were sustainable. The Committee agreed that the Council’s approach to forthcoming Tour de Yorkshire events be explored at a future meeting. Officers also suggested the Council’s Visitor Economy Strategy as a topic for consideration at a future meeting of the Committee in 2018/19.</p> <p>The Committee noted the report, expressed its support for future cycling events in the District and resolved to consider the Council’s approach to forthcoming Tour de Yorkshire</p>

		<p>events in the District and the Council's Visitor Economy Strategy at future meetings of the Committee in 2018/19.</p>
	<p>Scrutiny Committee Work Programme 2017/18 and 2018/19</p>	<p>The Committee considered the work plan for the remainder of the 2017/18 municipal year and the draft plan for 2018/19.</p> <p>Members noted the following:</p> <ul style="list-style-type: none"> - That Nigel Adams MP had been invited to a future meeting of the Committee, most likely in September, subject to final confirmation from his office. - That the review of the Car Parking Strategy and tariffs was on the Committee's work programme for later in the 2018/19 year, to tie in with the Executive's review of the arrangements following a year of operation. - That the review of Council Funded Community Centres would be kept under review on the work programme and allocated a specific date when appropriate. <p>The Committee indicated that they would be interested to hear from the Chair of the North Yorkshire Police and Crime Panel, and that he should be invited to a future meeting.</p> <p>It was also suggested that transport be considered as a topic for a future meeting, and that a provisional meeting date be used for this purpose. Representatives from Northern Rail, Arriva and Leeds City Region would be invited to the meeting.</p> <p>The Committee noted the draft work plan for 2018/19, the attendance of Nigel Adams MP at a future meeting (September</p>

		TBC), that the issue of Council Funded Community Centres would be allocated a specific meeting date later in the year, that the Chair of the North Yorkshire Police and Crime Panel would be invited to a future meeting and that the topic of transport in the District would be added to the work programme for 2018/19.
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Report Reference Number: S/18/2

To: Scrutiny Committee
Date: 27 June 2018
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: Gill Marshall, Solicitor to the Council

Title: Scrutiny Committee Work Programme and Executive Meeting Dates 2018-19

Summary:

Councillors are asked to consider items for inclusion on the Scrutiny Committee Work Programme for the 2018-19 municipal year. The Committee are also asked to note the meeting dates for the Executive in 2018-19 in order to agree attendance at these meetings by Scrutiny Committee Members.

Recommendations:

- i. That the Committee agree items for inclusion on the Work Programme 2018-19.**
- ii. That the Committee note the meeting dates for the Executive in 2018-19 and agree Scrutiny Committee Member attendance at these meetings.**

Reasons for recommendation

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

1. Introduction and background

- 1.1 The Scrutiny Committee annually formulates a Work Programme setting out their planned work for the year ahead.
- 1.1 The draft Work Programme for 2018-19 is provided in Appendix A of the report. A table of suggested selection criteria is provided in Appendix B of the report.

- 1.2 The LGA Peer Challenge in November 2017 identified strengthening scrutiny at Selby as a key recommendation. Following training delivered by Kirklees Council on 12 April 2018, the Scrutiny Working Group met on 24 April 2018 and made a number of suggestions of how to move forward with the task of developing scrutiny. One of these was ensuring the attendance of a Member of the Scrutiny Committee at each Executive meeting.
- 1.3 The schedule of Executive meetings for 2018-19 is attached at Appendix E for the Committee to note and agree Scrutiny Member attendance at each meeting; the suggestion of the Scrutiny Working Group was that this could be organised on a 'rota' basis.

2. The Report

- 2.1 Councillors are reminded that the role of the Scrutiny Committee is to implement an annual Work Programme which effectively scrutinises the decisions, actions and performance of the Council, those of its partner organisations and agencies delivering services within Selby District. A key aspect of the Work Programme is that it should be owned and developed by Councillors.
- 2.1 The Work Programme sets out the items to be considered at the scheduled meetings of the Committee. The provisional meetings scheduled will only be held, should the Committee decide there is an urgent issue which needs discussing.
- 2.2 Councillors may wish to supplement the scheduled meetings with an additional Task and Finish Group, to undertake an in-depth investigation.
- 2.3 The development of Scrutiny at Selby District Council was identified as requiring improvement by the LGA Peer Review Team; as such, raising the profile of the Scrutiny Committee at Executive meetings would contribute towards these improvements.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

Travel expenses may be incurred for Councillors attending meetings.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

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

4.5 Resource Implications

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

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

- 5.1** That the Scrutiny Committee considers items for inclusion on the annual Work Programme for 2018-19 and agrees the topics to be discussed over the forthcoming year, and agrees Scrutiny Committee Member attendance at Executive meetings in 2018-19.

6. Background Documents

None.

7. Appendices

Appendix A – Draft Work Programme for 2018-19
Appendix B – Suggested Selection Criteria
Appendix C – Scrutiny Committee Terms of Reference
Appendix D – Forward Plan July 2018 to October 2018
Appendix E – Executive Meeting Dates 2018/19

Contact Officer:

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

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Scrutiny Committee Work Plan for 2018/19

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 2018/19** – 25 October 2018, 21 February 2019, 25 April 2019.

Date of meeting	Topic	Action required
27 June 2018 (moved from 5 July 2018)	Annual Report 2017/18	To consider and approve the Scrutiny Committee Annual report for 2017/18.
	Work Programme 2018/19	To consider the Scrutiny Committee's Work Programme for 2018/19.
	Corporate Performance Report – Q4	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	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.
	Programme for Growth Update	To consider the changes made to the Programme for Growth as part of the Corporate Plan refresh and as a response to the LGA Peer Challenge recommendations.
	Scrutiny Review 2018	To consider and comment on the report on the Scrutiny Review 2018.
	Housing Matters Report	To consider a report into Housing issues.

Thursday 27/Friday 28 September 2018	Nigel Adams MP - TBC	The MP for Selby and Ainsty will be in attendance at the meeting to discuss local issues – to be confirmed due to Party Conference.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions - Q1	To consider the financial results and budget exceptions report for Q1
	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.
	Work Programme 2018/19	To consider the Committee's work programme for 2018/19.
PROVISIONAL DATE (CONFIRMED) 25 October 2018	Transport Matters – Single Issue Meeting	<p>Invited are:</p> <ul style="list-style-type: none"> - Arriva (Paul Flanagan, General Manager) - Northern Rail (Pete Myers, Stakeholder Manager) - West Yorkshire Combined Authority (Dave Pearson, Director of Transport Services) - Transpennine Express/First Group (Graham Meiklejohn, Regional Development Manager) - NYCC (David Bowe Corporate Director, Business and Environmental Services and Andrew Bainbridge, Team Leader for Transport Planning) - North Yorkshire and East Rising LEP (James Farrar, Chief Operating Officer – to be confirmed) <p>on transport matters in the District and surrounding Leeds City Region ('City Region Connectivity').</p>

Thursday 22 November 2018	Corporate Performance Report - Q2	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Housing Development Programme	To receive an update on the Housing Development Programme.
	Financial Results and Budget Exceptions - Q2	To consider the financial results and budget exceptions report for Q2.
	Treasury Management - Monitoring Report - Q2	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Work Programme 2018/19	To consider the Committee's work programme for 2018/19.
	North Yorkshire Police – Chairman of Police and Crime Panel	To receive an update from the Chairman of the Police and Crime Panel on current issues in the county and Selby District.
	Car Parking Strategy – Review after 6 – 12 months of operation	To consider the effects of new tariffs from the Car Parking Strategy after 6 – 12 months operation
	Economic Development Framework – One Year On	To receive an update on the Council's Economic Development Framework.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents which the Council's Emergency Response Team have dealt with.
Thursday 24 January 2019	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions – Q3	To consider the financial results and budget exceptions report for Q3.
	Treasury Management - Monitoring Report – Q3	To consider the Council's Treasury Management Activity for Q3

		and the performance against the prudential indicators.
	North Yorkshire Safeguarding Adults Board Annual Report 2017/18	To consider the annual report of the North Yorkshire Safeguarding Adults Board for 2017/18.
	Scrutiny Committee Work Programme Planning for 2018/19	To consider and plan the Committee's work plan for the 2018/19 municipal year.
Thursday 21 March 2019	Programme for Growth	To receive an update on the Programme for Growth.
	Tour de Yorkshire	To consider the Council's approach to future Tour de Yorkshire events.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Scrutiny Committee Work Programme for 2018/19	To consider and agree the Committee's work plan for the 2018/19 municipal year.

Other issues to be added to the work plan as appropriate:

- Council Funded Community Centres
- Police Co-location – add to plan when co-location agreed and implemented
- Visitor Economy Strategy Annual Review
- Scrutiny Committee Annual Report 2018/19 – add to first meeting of 2019-20 year

'Deep Dives'/'Scrutiny in a Day' Reviews

- Review of Planning Enforcement
- Review of Safer Selby Hub
- Review of Housing

Scrutiny Work Programme Selection Criteria

APPENDIX B

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

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TERMS OF REFERENCE**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.

3.5.2 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.

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Selby District Council

Forward Plan of Key Decisions 1 July 2018 to 31 October 2018

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

Contact Information:

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

Email: democraticservices@selby.gov.uk
Tel: 01757 292207

Published on 6 June 2018

Selby District Council Executive

Name	Role	Contact Details
Councillor Mark Crane	Leader of the Council and Lead Member for Leisure, Strategic Matters, External Relations and Partnerships	mcrane@selby.gov.uk
Councillor John Mackman	Deputy Leader of the Council and Lead Member for Place Shaping	jmackman@selby.gov.uk
Councillor Cliff Lunn	Lead Member for Finance and Resources	clunn@selby.gov.uk
Councillor Chris Pearson	Lead Member for Housing, Health and Culture	cpearson@selby.gov.uk
Councillor Chris Metcalfe	Lead Member for Communities and Economic Development	cmetcalfe@selby.gov.uk

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Selby District Council Leadership Team

Name	Role	Contact Details
Janet Waggott	Chief Executive	01757 292001 / jwaggott@selby.gov.uk
Dave Caulfield	Director of Economic Regeneration and Place	01757 292073 / dcaulfield@selby.gov.uk
Julie Slatter	Director of Corporate Services and Commissioning	01757 292071 / jslatter@selby.gov.uk
Karen Iveson	Chief Finance Officer	01757 292056 / kiveson@selby.gov.uk
Gillian Marshall	Solicitor to the Council	01757 292095 / gmarshall@selby.gov.uk

Definition of Key Decisions

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

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

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

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

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

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

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

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

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

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

Important Note

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

Likely Date of Decisions	Decision Maker	Title of Decision/Item	Description of Decision	Documents to be submitted to the Decision Maker	Public/Private	Lead Councillor	Lead Officer/Report Author
12 Jul 2018	Executive	Housing Development Programme	To consider the Housing Development Programme.	Report of the Housing and Regeneration Manager	Open	Councillor Chris Pearson cpearson@selby.gov.uk	Chris Kwasniewski ckwasniewski@selby.gov.uk
12 Jul 2018	Executive	Digital Strategy and Delivery Plan	To consider the Digital Strategy and Delivery Plan.	Report of the Head of Business Development and Improvement	Private: Appendix C of the report is exempt from disclosure under the provisions of paragraph of Schedule 12A of the Local Government Act 1972 as it contains commercially sensitive information relating to the financial or business affairs of the authority which will be used future procurement	Councillor Mark Crane, Councillor Cliff Lunn mcrane@selby.gov.uk clunn@selby.gov.uk	Stuart Robinson srobinson@selby.gov.uk
12 July 2018	Executive	EDF Action Plan	To review the EDF delivery following Peer Challenge suggestions that the breadth of action points is too broad.	Report of Director of Economic Regeneration and Place	Open	Councillor Chris Metcalfe cmetcalfe@selby.gov.uk	Dave Caulfield dcaulfield@selby.gov.uk

6 Sep 2018	Executive	Treasury Management Monitoring Report Quarter 1	To review the Council's borrowing and investment activity (Treasury Management) for Quarter 1 of 2019/20.	Report of the Chief Finance Officer	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Karen Iveson kiveson@selby.gov.uk
6 Sep 2018	Executive	Draft Medium Term Financial Strategy	To consider and make recommendations to Council on the MTFs.	Report of the Chief Finance Officer	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Karen Iveson kiveson@selby.gov.uk
6 Sep 2018	Executive	Financial Results and Exceptions Budget Quarter 1	To provide the Executive with details of major variations between budgeted and actual expenditure and income for Quarter 1 of 2018/19.	Report of the Chief Finance Officer	Open	Councillor Cliff Lunn clunn@selby.gov.uk	Karen Iveson kiveson@selby.gov.uk
6 Sep 2018	Executive	Local Development Scheme	To approve the Local Development Scheme.	Local Development Scheme Document and Report	Open	Councillor John Mackman jmackman@selby.gov.uk	Caroline Skelly cskelly@selby.gov.uk
6 Sep 2018	Executive	Sites Allocations Local Plan	To approve the 8 week public consultation.	Consultation Document and Report	Open	Councillor John Mackman jmackman@selby.gov.uk	Caroline Skelly cskelly@selby.gov.uk

Executive Meeting Dates 2018/19

DATE OF MEETING (All meetings start at 4pm in the Committee Room)
Thursday 24 May 2018
Thursday 7 June 2018
Thursday 12 July 2018
Thursday 2 August 2018
Thursday 6 September 2018
Thursday 4 October 2018
Thursday 1 November 2018
Thursday 6 December 2018
Thursday 10 January 2019
Thursday 7 February 2019
Thursday 7 March 2019
Thursday 4 April 2019

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Report Reference Number: S/18/3

To: Scrutiny Committee
Date: 27 June 2018
Status: Non-Key
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Mark Crane, Leader of the Council
Lead Officer: Gill Marshall, Solicitor to the Council

Title: Scrutiny Review 2018

Summary:

The Scrutiny Committee is asked to receive the report that was considered by the Executive at its meeting on 24 May 2018, and which will be considered by the Council at its meeting in July 2018. The report sets out the review of Scrutiny at Selby so far. The Scrutiny Committee are asked to make any comments or suggestions as to how the review can continue to be taken forward.

Recommendation:

The Scrutiny Committee is asked to consider the contents of the report and make any comments or suggestions on the Scrutiny Review 2018.

Reasons for recommendation

The work on improving and strengthening scrutiny, as recommended by the Peer Challenge Team and set out in the Council's Peer Challenge Improvement Plan, requires the input and involvement of the Council's Scrutiny Committee in order for it to be successful.

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 24 May 2018 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 24 May 2018 attached to this report at Appendix A.

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

None applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

- 5.1** In order to ensure the Peer Challenge Team's recommendations (and subsequent actions on the Council's Improvement Plan) are progressed, the Scrutiny Committee is asked to consider and comment on the report (and its recommendations) to Executive on 24 May 2018. The work to strengthen scrutiny at Selby District Council will be ongoing; the comments and suggestions of the Scrutiny Committee are required in order to progress this work.

6. Background Documents

None.

7. Appendices

Appendix A – Executive Report 24 May 2018

Appendix B – Appendix A of the Executive Report 24 May 2018 – Current Terms of Reference

Appendix C – Appendix B of the Executive Report 24 May 2018 – Members' Allowances Scheme 2017

Appendix D – Appendix C of the Executive Report 24 May 2018 – Role of Chair of Overview and Scrutiny (Kirklees)

Appendix E – Appendix D of the Executive Report 24 May 2018 – Scrutiny Committee Work Programme 2017-18

Appendix F – Appendix E of the Executive Report 24 May 2018 – Policy Review Committee Work Programme 2017-18

Contact Officer:

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

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Report Reference Number: E/18/01

To:	Executive
Date:	24 May 2018
Status:	Non-key decision
Ward(s) Affected:	All
Author:	Victoria Foreman, Democratic Services Officer
Lead Executive Member:	Councillor Mark Crane, Leader of the Council
Lead Officer:	Gill Marshall, Solicitor to the Council

Title: Scrutiny Review 2018

Summary:

An effective scrutiny function in local government is essential to fair and transparent decision making. The Corporate Peer Challenge undertaken in November 2017 by the Local Government Association (LGA) outlined that the scrutiny arrangements at the Council “appeared weak and are in need of review”. There are a number of ways in which scrutiny at Selby can be improved, and this report sets out how this could be achieved. At the scrutiny training provided by Kirklees Council, a number of themes, actions and goals were identified from the work of Members present at the sessions, which have been subsequently presented to the Scrutiny Working Group for consideration. The recommendations for the Executive, as set out below, are a reflection of the discussions had at the Kirklees training on 12 April 2018 and at the meeting of the Working Group on 24 April 2018.

Recommendations:

The Executive is asked to note:

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

The Executive is asked to agree:

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

Reasons for recommendations

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

1. Introduction and background

- 1.1 The Corporate Peer Challenge undertaken at Selby in November 2017 by the Local Government Association outlined that the scrutiny arrangements at the Council '...appeared weak and are in need of review'. The Peer Challenge Team identified the need for improvement as one of their key recommendations, and further on in their report, expanded on the reasons for this assessment:

'4. Review and improve scrutiny arrangements to ensure that there is healthy and adequate challenge within the Council to help with improvements.

Scrutiny arrangements in the Council appear weak and are in need of review. Clearly, as in many local authority areas, there is work to be done on thinking this through. We therefore recommend that you explore ways to provide support to the Scrutiny Committee to consider the benefits of aligning and coordinating its work plan with the Corporate Plan. This will enable it to scrutinise the delivery and impacts of the priorities of the Plan. It can do this by scrutinising work through commissions and deep-dives around key work programme areas, strategic priorities, and critical issues impacting on Selby district's citizens.'

- 1.2 As a response to the LGA's report, the Council has produced an Improvement Plan to address the issues highlighted by the Peer Challenge, including the scrutiny arrangements. The Council will review existing scrutiny arrangements, report recommendations to the Executive and develop proposals for revised arrangements for implementation. The work on the review of scrutiny began with the Kirklees training on 12 April 2018, as a result of which shorter and long term actions were identified.
- 1.3 A national review on the effectiveness of scrutiny has also recently been undertaken by central government. The Communities and Local Government Select Committee published their report in December 2017, and made various points and recommendations, a number of which could be considered when reviewing the scrutiny arrangements at Selby:
 - All responsible council leaderships should recognise the potential added value that scrutiny can bring, and heed the lessons of high profile failures of scrutiny such as those in Mid Staffordshire and Rotherham.

- Executive Members should attend meetings of Scrutiny Committees when invited to do so but only as witnesses and to answer questions from the Committee.
 - It is vital that the role of scrutiny chair is respected and viewed by all as being a key part of the decision-making process; effective and impartial scrutiny chairs are essential. Chairs must be appointed in a way as to ensure that the independence of scrutiny committees is maintained.
 - Transparency and a Committee's ability access to information (even commercially sensitive information) are essential.
 - External experts should be encouraged to play a greater role in scrutiny, and engagement with service users and the public when forming understanding of a given subject is to be commended.
 - Scrutiny members should have enough prior subject knowledge to prevent meetings becoming information exchanges at the expense of thorough scrutiny, e.g. listening and questioning skills are essential and capacity to constructively critique the Executive rather than following party lines.
 - Scrutiny committees must be able to monitor and scrutinise the services provided to residents, including services provided by public bodies and commercial organisations, including Local Enterprise Partnerships (LEPs).
- 1.4 The Government responded to the Select Committee's report in March 2018; it plans to issue new guidance on scrutiny (the last guidance of any kind having been issued in 2006) and is open to further discussion on the election of scrutiny chairs by other councillors (rather than their appointment).
- 1.5 The importance of good scrutiny has also been emphasised in the recent inspection report into budgetary issues at Northamptonshire County Council (NCC):
- 'The Inspection team challenged the scrutiny process and noted that there had been no attempt to review either successful or unsuccessful budget inclusions in past years to learn lessons as to why things went well or failed to be delivered. The inspection team noted that this year's draft budget had been subject to scrutiny albeit to a very compressed timetable and that this had resulted in the removal of a number of items as they were still red rated or unachievable. Given that the budget process in NCC starts in the autumn it would have been possible to release some topics for examination much earlier which might have resulted in better proposals which could have been deliverable.'*
- 1.6 In order to change the scrutiny arrangements at Selby and ensure its effective operation, some consideration needs to be given as to how the current arrangements are working and what changes can be made to improve this.

2. The Report

Current Arrangements at Selby

- 2.1 Selby District Council currently has two scrutiny committees and an Audit and Governance Committee. The Terms of Reference for both Committees are attached at Appendix A, and details of Special Responsibility Allowances are set out at Appendix B in the Council's Member Allowances Scheme.
- 2.2 Previous work has been undertaken with Scrutiny Members on developing techniques to select topics for its work programme, and external training has been provided on developing scrutiny and improving Members' questioning skills. However, the peer challenge findings suggest that more work is still required in these areas.
- 2.3 The current Overview and Scrutiny Committee has seven members and meets on a quarterly basis to consider topics selected on its work programme. Following suggestions from officers, it has recently expanded the topics it considers and has begun receiving reports relating to quarterly budget updates, the Programme for Growth and Olympia Park. Its work programme continues to contain effective and key topics for it to consider; however, further work needs to be undertaken with the Committee to expand the areas it looks at and to improve skills such as providing effective questioning of officers presenting reports. The Committee also needs to have greater input into its work programme to ensure it identifies effective topics to consider. The Committee's work programme for 2017/18 is attached at Appendix D.
- 2.4 The Policy Review Committee has seven members and meets on a quarterly basis to consider items relating to the budget or policies of the Council. However, there has been a difficulty in creating and maintaining an effective work programme which has meant that the Committee has met only four times since June 2017, due to a lack of business and items coming forward to the Committee's work programme. The Committee's work programme for 2017/18 is attached at Appendix E.
- 2.5 The Council's Audit and Governance Committee has seven members and meets on a quarterly basis. The business considered at the Committee is mostly statutory in nature, i.e. internal and external audit, accounts, risk and the Council's budget.

Training from Kirklees

- 2.6 On 12 April 2018, Kirklees Council delivered training sessions for members of the Executive and the Policy Review, Scrutiny and Audit and Governance Committees. The training's aims were to refresh Members' understanding of scrutiny, identify what effective scrutiny looked like, how it currently operated at Selby, areas of improvement and development of work programmes. The training was well received by those that attended, and through discussion and group work in both the Executive and Scrutiny sessions, a number of common themes were identified. These common themes are set out below:

- A more defined/stronger role for the Chair of Scrutiny through development of a role profile.
- More attendance by external partners, i.e. Police, Fire, MP etc.
- Better Member-led work programming, taking into consideration officer priorities, the Forward Plan, the Corporate Plan and Service Plans, including more pre-decision scrutiny and officer consultation with Scrutiny.
- Training for Scrutiny Members on scrutiny and its role, but also on technical aspects such as finance.
- Developing a better working relationship between the Executive and Scrutiny, such as communication and feedback on Scrutiny recommendations, and looking at how Scrutiny reports back to the Council and Executive.
- More task and finish groups/'deep dives' into specific issues, appropriately scoped and timetabled (e.g. Better Together, Planning Enforcement).
- Investigate the potential of co-opted members on the committee.
- Better communications and promotion around the work of Scrutiny to boost its profile, across the Council and externally, linking through to encouraging public involvement.

2.7 The themes set out above informed the development of a number of actions, both immediate and for the longer term, for strengthening scrutiny at Selby. The immediate actions identified were as follows:

- Develop a role profile for the Chair of Scrutiny.
- Work programming workshops with input from officers and Corporate, Forward and Service Plans.
- Identify the external partners Members are interested in hearing from.
- Identify and arrange training sessions (e.g. by Centre for Public Scrutiny/Local Government Information Unit).
- Place work planning at the top of agendas.
- Identify issues for 'deep dives' (linked to work programming).
- Develop a better working relationship between Executive and Scrutiny through meetings between the Executive and the Chair of Scrutiny.

2.8 The longer-term goals identified were as follows:

- Review structure of Scrutiny for potential implementation from May 2019.
- Develop the communications around Scrutiny and raising its profile both inside and outside the organisation.
- Develop public engagement in scrutiny and investigate the co-option of members of the public.
- Examine how Scrutiny reports back to Council and the Executive.

2.9 At the training event, some Members of the Scrutiny Committee also suggested that there should be a dedicated Scrutiny Officer who solely worked on supporting scrutiny at the Council. However, this would not be feasible for financial reasons and due to the Council's size and current number of scrutiny committees. Additionally, aside from City of York Council

and North Yorkshire County Council, no other North Yorkshire authority employs officers solely dedicated to scrutiny and nationally, such officers tend to be employed at larger authorities. However there are resources available within the Council who are able to support Scrutiny. It is therefore suggested that officers work with Scrutiny to put in place a package of support for the scrutiny function.

Moving Forward and Next Steps

- 2.10 As a result of the training outcomes outlined above and the view expressed by the Peer Review team, it is clear that changes are required to the scrutiny arrangements at the Council to ensure they perform the duties and the role that is required of them.
- 2.11 Members expressed an interest in being involved in reviewing the scrutiny function. The Scrutiny Working Group, which had previously been convened to examine different options at the last review of scrutiny in 2016, was reconvened and met on 24 April 2018. The Working Groups considered the outcomes, actions and goals from the Kirklees training, as set out above. The Working Group subsequently made a number of recommendations as to the practical 'next steps' in the current review of scrutiny. The Executive are asked to note and endorse these recommendations:
- Develop Terms of Reference for 'deep dives' or 'scrutiny in a day' reviews starting by looking at planning enforcement, housing, antisocial behaviour and the Safer Selby Hub.
 - Officers to work with the Chair of Scrutiny to understand what kind of support would be most appropriate for scrutiny at Selby.
 - Establish a liaison group between the Chairs of Scrutiny and the Executive, to meet on a quarterly basis to discuss the Executive's Forward Plan and the Committee's work programme.
 - Circulate the 2018/19 Executive meeting dates at the next meeting of the Overview and Scrutiny Committee (5 July 2018) to ensure that a member of the committee attends each Executive meeting.
 - Develop a role profile for the Chair of Scrutiny (see Appendix C for an example role profile from Kirklees Council).
 - Arrange further scrutiny training for Members.
- 2.12 The Scrutiny Working Group will continue to meet and consider the work of improving scrutiny throughout 2018/19. It is anticipated that by using this year to develop and enhance scrutiny, the need for any further substantial changes will be identified by Members in time for formal implementation in the 2019/20 municipal year.
- 2.13 The Executive are asked to endorse the recommendations of the Scrutiny Working Group as set out above, and make any comments on the Scrutiny Review.

3. Alternative Options Considered

- 3.1 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 Committees, 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** In order to ensure the Peer Challenge Team's recommendations (and subsequent actions on the Council's Improvement Plan) are progressed, the Executive is asked to note and agree the recommendations set out above. The work to strengthen scrutiny at Selby District Council will be ongoing, and the agreement of the recommendations in the report is required in order to start the process.

6. Background Documents

Northamptonshire County Council Best Value Inspection Report - January to March 2018, Ministry of Housing, Communities and Local Government
<https://www.gov.uk/government/publications/northamptonshire-county-council-best-value-inspection>

7. Appendices

Appendix A – Terms of Reference for Scrutiny and Policy Review Committees

Appendix B – Members' Allowances Scheme

Appendix C – Example of a role profile for the Chair of Scrutiny (Kirklees Council)

Appendix D – Scrutiny Committee Work Programme 2017/18

Appendix E – Policy Review Committee Work Programme 2017/18

Contact Officer:

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

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

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MEMBERS' ALLOWANCE SCHEME

1. BASIC AND SPECIAL RESPONSIBILITY ALLOWANCES

The present scheme was adopted by Council in February 2017 following a review of Members' Allowances by an Independent Remuneration Panel.

The scheme provides for a Basic Allowance payable to all Members together with an allowance for Members who have a Special Responsibility. No Member is entitled to receive more than one Special Responsibility Allowance.

Basic Allowance per annum (per Member) £4,288.23

SPECIAL RESPONSIBILITY ALLOWANCES:

- Leader of the Council £10,720.58
- Deputy Leader £5,574.70
- Executive Members £5,145.88
- Opposition Group Leader £2,144.12
- Chair of Overview and Scrutiny Committee £3,216.17
- Chair of Policy Review Committee £3,216.17
- Chair of Audit Committee £2,144.12
- Chair of Planning Committee £4,288.23
- Licensing Committee £3,216.17

The Members' Allowances Scheme will be indexed for the next four years (2017-2021 to match local government pay settlements using the National Joint Council (NJC) annual cost of living pay award agreed for Council staff.

2. TRAVEL AND SUBSISTENCE

The travel and subsistence allowances payable to Members' are line with the Officer's Travel and Subsistence Policy.

TRAVEL

Members' are entitled to claim travelling costs for attending meetings and other duties associated with being a Councillor however travel costs for attending political group meetings will not be paid.

All travel claims must be supported by receipts and must be submitted within three months of the meeting/engagement for which they are claiming taking place.

Procedure

All travel claims are to be submitted on a travel claim form. Payment will be made through the payroll on a monthly basis. The form should be submitted by the payroll deadline set.

Taxis

The cost of taxis may be reimbursed where their use is considered essential.

SUBSISTENCE

Daily Subsistence Allowance

Breakfast	-	£8.07
Lunch	-	£11.14
Evening Meal	-	£13.81

Subsistence Guidelines

Breakfast

Payable where training or course commences before 8.00am.

Lunch

Payable where the Councillor is attending a meeting or event on Council business outside of the district and is prevented from taking their lunch their place of residence between 12.00 noon and 2.00pm. .

Dinner

Payable where the Councillor returns after 8.30 pm having worked away on Council business in a location outside of the district.

Overnight Accommodation

Before Members can claim for overnight accommodation, prior approval is required. This should come from Democratic Services.

3. MEMBERS' ICT ALLOWANCE

Members will be paid a £10 monthly ICT allowance for home broadband and consumable only.

Where Members are provided with a tablet device by the Council then they will be subject to an acceptable usage policy for Members in line with that of the Council's ICT acceptable use policy for staff

4. DEPENDENTS' / CHILD CARERS' ALLOWANCE

Members will be able to be reimbursed on the production of receipts or evidence of expenditure, for costs incurred with regard to the care of their children or dependents when undertaking the following official duties:

- Attendance at a meeting of the Council including any Committee, Sub-Committee or Working Party of the Council;
- Attendance at any outside body to which the Council makes appointments or nominations, or at any Committee or Sub-Committee of such a body;
- Attendance at a meeting of the Executive or of any other meetings in the role of an Executive Member;
- Attendance at a meeting of any association of Authorities of which the Council is a member.

Any costs will be reimbursed at the rate of the National Living Wage and will include reasonable travel time to and from the location of the meeting.

5. THE CHAIRMAN'S ALLOWANCE

The Chairman will have a budget of £5,910 to support their year in office. This will be split into an allowance of £1,000 and a budget for £4,910 to assist with support and fundraising during their civic year. Any remaining money in the Chairman's budget at the end of their civic year will be given to the Chairman's chosen charity.

6. The VICE CHAIRMAN'S ALLOWANCE

The Vice Chairman will have an allowance of £500 to support their year in office.

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Chair of Overview and Scrutiny – Kirklees Council

In addition the duties and responsibilities identified for Overview and Scrutiny Management Committee Members, the Chair of Overview and Scrutiny will:

- Lead and promote the overview and scrutiny function
- Manage and co-ordinate the overview and scrutiny function
- Maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that overview and scrutiny contributes to effective decision-making in Kirklees.
- Represent overview and scrutiny in Council and be accountable to Council for the actions of overview and scrutiny.
- Ensure that overview and scrutiny is publicised and communicated to build understanding of its role both within and outside the Council.
- Represent Kirklees at regional and national forums concerned with overview and scrutiny.
- Represent the Overview and Scrutiny Committee on relevant boards and panels.
- Maintain an overview of scrutiny in Kirklees and to learn from practice elsewhere
- Ensure the continuing development of overview and scrutiny in Kirklees through improving both how it is organised as well as the practice.
- Encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters.
- Be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
- Oversee training and development of all involved in the work of Overview and Scrutiny
- Oversee, and participate in, the recruitment of voluntary recruitment and assignment.

Governance and Decision Making

A Kirklees Chair of Overview and Scrutiny will:

- Chair the meetings of the Overview and Scrutiny Management Committee and any Ad Hoc Panels as appropriate
- Ensure that scrutiny work is properly coordinated
- Maintain an oversight of overview and scrutiny in order to ensure effective co-ordination and progress of all work.
- Monitor progress of all scrutiny reviews and ensure that they are completed in reasonable time.
- Receive all requests for scrutiny and determine the approach to take.
- Monitor the use of ‘notices of concern’ and ‘call-in’ procedures to advise on whether the procedure is being used appropriately.
- Be responsible for the constitutional arrangements relating to the waiving of call in where decisions are “urgent” and / or not on the forward plan. Be responsible for maintaining the standards expected from Overview and Scrutiny in Kirklees.

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Scrutiny Committee Work Programme for 2017/18

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.

Date of Meeting	Topic	Action Required
6 July 2017	Annual Report 2016/17	For the Committee to agree the Scrutiny Annual Report 2016/17.
	Performance	
	Work Programme 2017/18	To agree the Scrutiny Committee Annual Work Programme for 2017/18.
28 September 2017	Programme For Growth	To receive an update on the Programme for Growth
	Olympia Park Development	To receive an update on the Olympia Park Development
	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Leisure Annual Review (verbal)	To discuss the concerns raised by the Committee at the last meeting.
	Financial Results and Budget Exceptions to Q1	To consider the financial results and budget exceptions report to 30 June 2017 (Q1)
	Treasury Management - Monitoring Report for Q1.	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
17 October 2017	Call In: Car Parking Strategy and Tariff Review	To consider the call-in of the Car Parking Strategy and Tariff Review.

23 November 2017 (Provisional date)	Emergency Planning	To discuss the Council's preparedness for emergencies.
25 January 2018	Housing Development Programme	To receive an update on the Housing Development Programme.
	Financial Results and Budget Exceptions Q2	To consider the financial results and budget exceptions report for Q2
	Treasury Management - Monitoring Report for Q2.	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Corporate Performance Report – Q2	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	North Yorkshire Safeguarding Adults Board Annual Report 2016/17	To consider the annual report of the North Yorkshire Safeguarding Adults Board for 2016/17.
	Scrutiny Committee Work Programme Planning for 2018/19	To consider and plan the Committee's work plan for the 2018/19 municipal year
22 March 2018	Financial Results and Budget Exceptions Q3	To consider the financial results and budget exceptions report for Q3
	Treasury Management - Monitoring Report for Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	Programme For Growth	To receive an update on the Programme for Growth.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.

	LGA Peer Review/Challenge	To consider the recommendations of the LGA Peer Challenge, areas of improvement identified and what is being done to address them, with a focus on Scrutiny.
	Tour de Yorkshire – impacts on Selby District	To consider the impacts/benefits/issues of the Tour De Yorkshire on the District, i.e. from discussions with traders.
	Scrutiny Committee Work Programme for 2018/19	To consider and agree the Committee’s work plan for the 2018/19 municipal year.

PROVISIONAL MEETING DATES FOR 2017/18 – 23 November 2017, 21 December 2017, 22 February 2018, 25 April 2018

Scrutiny Committee Draft Work Plan for 2018/19

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 2018/19** – 25 October 2018, 21 February 2019, 25 April 2019.

Date of meeting	Topic	Action required
Thursday 5 July 2018	Economic Development Framework Action Plan Update	To receive an update on the Council's Economic Development Framework Action Plan.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with.
	Annual Report 2017/18	To consider and approve the Scrutiny Committee Annual report for 2017/18.
	Work Programme 2018/19	To consider the Scrutiny Committee's Work Programme for 2018/19.
	Corporate Performance Report – Q4	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	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.
Thursday 27/Friday 28 September 2018	Nigel Adams MP	The MP for Selby and Ainsty will be in attendance at the meeting to discuss local issues – to be confirmed due to Party Conference.
	Programme for Growth	To receive an update on the Programme for Growth.
	Olympia Park Development	To receive an update on the Olympia Park Development.

	Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions - Q1	To consider the financial results and budget exceptions report for Q1
	Treasury Management - Monitoring Report - Q1	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
	Police co-location and impact <i>(N.B. If co-location not operation by this date, move back on work plan.)</i>	To receive an update on the co-location of the Police at Selby District Council's Offices and consider any impacts this may have had, e.g. on parking.
	Leisure Annual Review	To discuss the Annual Review of the Council's leisure services.
	Work Programme 2018/19	To consider the Committee's work programme for 2018/19.
Thursday 22 November 2018	Corporate Performance Report - Q2	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Housing Development Programme	To receive an update on the Housing Development Programme.
	Financial Results and Budget Exceptions - Q2	To consider the financial results and budget exceptions report for Q2.
	Treasury Management - Monitoring Report - Q2	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Work Programme 2018/19	To consider the Committee's work programme for 2018/19.
	North Yorkshire Police <i>(would the Committee prefer to hear from The Police and Crime Panel, the Commissioner or a Senior Officer?)</i>	To receive an update from the Police on current issues in the county and Selby District.
	Car Parking Strategy – Review after 6 – 12 months of operation	To consider the effects of new tariffs from the Car Parking Strategy after 6 – 12 months operation

Thursday 24 January 2019	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Financial Results and Budget Exceptions – Q3	To consider the financial results and budget exceptions report for Q3.
	Treasury Management - Monitoring Report – Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	North Yorkshire Safeguarding Adults Board Annual Report 2017/18	To consider the annual report of the North Yorkshire Safeguarding Adults Board for 2017/18.
	Scrutiny Committee Work Programme Planning for 2018/19	To consider and plan the Committee's work plan for the 2018/19 municipal year.
Thursday 21 March 2019	Programme for Growth	To receive an update on the Programme for Growth.
	Olympia Park Development	To receive an update on the Olympia Park Development.
	Scrutiny Committee Work Programme for 2018/19	To consider and agree the Committee's work plan for the 2018/19 municipal year.

Other issues to be added:

- Nigel Adams MP to be invited to a meeting of the Committee, once availability ascertained.
- GDPR impacts and issues – Veritau
- Council Funded Community Centres -

Policy Review Committee Work Programme 2017/18

Date of Meeting	Topic	Action Required
13 June 2017	Work Programme	To agree the Policy Review Committee Annual Work Programme 2017/18.
	Welfare Reform Update	To review the impact of the Welfare Reform changes in Selby District.
25 July 2017	Empty Homes Strategy 2017 onwards	To review the Empty Homes Strategy 2017
	Parks Bylaws (The Regulation of Pleasure Grounds)	To review the adoption of new Park Bylaws (The Regulation of Pleasure Grounds).
3 October 2017 (moved from 12 September 2017) CANCELLED	Taxi Licensing Policy	To consider the Taxi Licensing Policy – moved to January 2018
	Medium Term Financial Strategy	To review the Council's Medium Term Financial Strategy – removed, to be considered by Full Council on 19th September 2017
16 January 2018	Financial Budget	To review the Council's Budget.
	Briefing on Deprivation Levels	To receive a briefing on the Council's work to improve levels of deprivation and support residents living in high deprivation zones.
	Taxi Licensing Policy	To consider the Taxi Licensing Policy.
	Wheelchair Accessible Vehicles Policy	To consider the Wheelchair Accessible Vehicles Policy.
	Private Sector Assistance Policy	To consider the Private Sector Assistance Policy.

	Work Programme 2017/18 and Work Programme Planning for 2018/19	To consider the current Work Programme for 2018/19 and begin to plan the Committee's Work Programme for the 2018/19 year.
13 March 2018	Tree Management Policy	To consider the Tree Management Policy.
17 April 2018	Impact of Universal Credit on Council Services	Briefing by officers on the government's Welfare Reform agenda to bring to the attention of the Committee the impact of Universal Credit on Council services.
	Parks and Open Spaces Byelaws	To consider the revised Parks and Open Spaces byelaws ahead of agreement by Council.
	Policy Review Committee Annual Report 2017/18	To consider the annual report for the Policy Review Committee 2017/18.
	Work Programme Planning for 2018/19	To finalise and agree the Committee's Work Programme for the 2018/19 municipal year.

Potential items for 2018/19 municipal year:

- Empty Homes Strategy

The following dates are also in the Democratic Services calendar for provisional meetings if required: 14 November 2017 and 13 March 2018.

Policy Review Committee Work Programme 2018/19

Date of Meeting	Topic	Action Required
Tuesday 12 June 2018	Work Programme 2018/19	To consider the Work Programme for 2018/19.
	PLAN Selby	To review PLAN Selby.
	Corporate Debt Policy	To consider the proposals for the Council's Corporate Debt Policy.
Tuesday 24 July 2018	Implementation and impact of GDPR Regulations	To consider the implementation and impact of the new GDPR (General Data Protection Regulation) that came into force on 25 May 2018.
	Work Programme 2018/19	To consider the Work Programme for 2018/19.
Tuesday 11 September 2018	Universal Credit/Welfare Reform Rollout – Update	To consider an update on the rollout of Universal Credit in Selby District.
	Taxi Licensing Policy	To reconsider the Council's Taxi Licensing Policy following consultation.
	Work Programme 2018/19	To consider the Work Programme for 2018/19.
Tuesday 15 January 2019	Work Programme 2018/19 and Work Programme Planning for 2019/20	To consider the current Work Programme for the rest of 2018/19 and begin to plan the Committee's Work Programme for the 2019/20 year.

	Financial Budget 2019-20	To review the Council's Budget.
Tuesday 16 April 2019	Work Programme Planning for 2019/20	To finalise and agree the Committee's Work Programme for the 2019/20 year.

The following **provisional** dates are also in the Democratic Services calendar for provisional meetings if required: **13 November 2018** and **12 March 2019**.

Other potential items for 2018/19:

- Empty Homes Strategy
- Air Quality Action Plan
- Digital Strategy and Transformation Plan

Items for 2019/20

- Annual Report of the Committee for 2018/19 – consider at first meeting of 2019/20 municipal year



Report Reference Number: S/18/4

To: Scrutiny Committee
Date: 27 June 2018
Status: Non-Key
Ward(s) Affected: All
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 31 March 2018

Summary:

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which sets out Financial Results and Budget Exceptions Report to 31 March 2018, which was considered by the Executive at its meeting on 24 May 2018.

Recommendation:

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

Reasons for recommendation

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

1. Introduction and background

1.1 Please see the summary section of the report considered by the Executive on 24 May 2018 attached to this report at Appendix A.

2. The Report

2.1 Please see section 1 of the report considered by the Executive on 24 May 2018 attached to this report at Appendix A.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Please see section 2.1 of the report considered by the Executive on 24 May 2018 attached at Appendix A to this report.

4.2 Financial Implications

Please see section 2.2 of the report considered by the Executive on 24 May 2018 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 - 24 May 2018

Appendix B – Appendices A to E of the Executive Report - 24 May 2018

Contact Officer:

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

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Selby District Council

REPORT

Reference: E/18/02

Public



To: The Executive
Date: 24 May 2018
Status: Key Decision
Report Published: 16 May 2018
Author: Karen Iveson – Chief Finance Officer
Executive Member: Cllr C Lunn – Lead Member for Finance & Resources
Lead Officer: Karen Iveson - Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 31 March 2018

Summary:

After carry forward requests which are detailed in **Appendix D**, the Council's year end results for 2017/18 give a surplus of £414k on the General Fund against budget. There are a number of variances (positive & negative) which make up this surplus including; increased planning fees; staffing savings; higher interest returns; higher waste and recycling income and unspent contingency.

The Housing Revenue Account generated a net surplus of £1,919k after carry forward requests, against a budgeted surplus of £1,185k a variance of £734k; the main drivers of the variance are savings on external interest payments arising from lower borrowing requirements, reduced revenue funding required on the capital programme, lower pension deficit repayments and unspent contingency.

More detail on the variances in the General Fund and Housing Revenue Account can be found in **Appendix A**.

Savings (**Appendix B**) exceeded target in the HRA due to higher than expected savings from the pension deficit reduction. Savings on the General Fund fell short against target, primarily due to the delay in the Contact Centre office move and interest returns on loans to the Housing Trust commencing later in the year than anticipated.

The General Fund Capital Programme (**Appendix C**) reports an underspend of £521k after carry forwards. A number of ICT projects have been rolled into the Channel Shift digital strategy and will now deliver in 2018/19. In addition, the budget for Disabled Facilities Grants was underspent in the year. The amendments to the Private Sector Assistance Policy and a more proactive marketing of the grants should help this spend to increase in 2018/19.

The HRA capital programme (**Appendix C**) has a surplus after carry forwards of £525k. Key reasons for this are a lower level of boiler and central heating replacements than expected, under-utilised estate enhancements budget and lower demand for damp works.

The latest Programme for Growth update went to Executive in April and can be found in **Appendix E**. The programme was underspent by £1.7m in the year. The new approved programme is now underway with increased spend expected in 2018/19 as projects continue to progress.

The year-end revenue surpluses are proposed for transfer to earmarked reserves and balances to support future spending plans.

Recommendations:

It is recommended that:

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

Reasons for recommendations

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

Report

General Fund Revenue

- 1.1 The full year actual outturn position for the General Fund is analysed in the table below.

General Fund Account	Budget £000's	Actual £000's	Variance £000's
Net Revenue Budget	15,752	15,234	(518)
Settlement Funding including RSG/NDR and other Grants	(9,686)	(9,607)	79
Amount to be met from Council Tax	6,066	5,627	(439)
Council Tax	(5,203)	(5,203)	0
Collection Fund Surpluses	(62)	(84)	(22)
Shortfall/(Surplus)	801	340	(461)
Savings Target	(424)	(377)	47
Net Surplus / (Deficit) transferred from Business Rates Equalisation Reserve	(377)	(377)	0
Net Revenue Budget	0	(414)	(414)

- 1.3 The main contributing factors to the Core General Fund surplus include:-

- Cost of specialist advice in Development Management was £148k higher than budget with more requirements for surveys and external consultancy works than anticipated;
- Employee costs are £149k under budget driven by natural turnover of staff plus a number of vacancies which have not been filled for part or all of the year;
- Investment income has been boosted by buoyant cash balances and there was a small beneficial impact from the Bank of England rate increase in November. Overall, investment income was £109k favourable to budget;
- Customer and client receipts income is higher than budgeted. There are a number of variances within this but the main driver is an £168k increase waste and recycling income due to a higher number of bins from new developments and the continuing success of the commercial waste service.
- The contingency underspend in the year was £194k after £152k was carried forward to top up the contingency budget in 2018/19 to £300k.
- Renewables business rates income for 2017/18 was £7.5m. This

funding has been transferred to replenish earmarked reserves applied to finance the pension fund deficit in 2016/17.

Housing Revenue Account

1.5 The full year actual outturn position of the Housing Revenue Account is analysed in the table below:

	Budget £000's	Actual £000's	Variance £000's
Net Revenue Budget	10,808	10,106	(702)
Dwelling Rents	(12,070)	(12,025)	45
Shortfall / (Surplus)	(1,262)	(1,919)	(657)
Savings Target	77	0	(77)
Net Surplus / (Deficit) transferred to Major Repairs Reserve	1,185	1,919	734

1.6 The HRA position has made an additional surplus of £734k. The HRA surplus (£1,919k) will be transferred to the Major Repairs Reserve at year end to support the long term management, maintenance and development of council housing. The main variances against budget are:

- The demand on the revenue to support the HRA capital programme was lower than expected by £309k due to underspends on the HRA capital programme;
- External borrowing has been £225k lower than expected in the year to date due to work programmes being funded from HCA grant and internal borrowing;
- Higher than expected savings generated by the paying down of the pension deficit produced a £77k favourable variance;
- £75k of unspent contingency to support HRA service costs for housing development issues has not been utilised;
- Investment interest ended the year £37k higher than budget predominantly due to higher cash balances but there was also a small benefit from the Bank of England rate increase in year.

Capital Programme

1.7 There are carry forwards totalling £3.315m for the General fund to enable key projects to be completed in future years. The main areas of spend carried forward are the loans to the Selby District Housing Trust of £1.7m, the adoption of the Industrial Unit Road £325k, the car park

improvement programme £282k, Disabled Facilities Grants £250k, Police co-location project £230k and Portholme Road culvert works £164k. A number of smaller projects make up the remaining balance.

1.8 The General Fund capital programme shows a favourable variance of £521k at the end of the year after carry forwards. This is made up mainly of the following :-

- £293k of ICT projects which have been rolled into the Digital Strategy project which is now budgeted in 2018/19.
- The DFG grant allocation is paid through the Better Care Fund and this year has seen an increase in the grant monies received. In 2017/18 the Better Care allocation is £33k higher than the 16/17 allocation. This coupled with our own investment and monies carried forward for committed works provided a total of £574k available to spend. Actual spend was £179.2k due to lower demand on the service than anticipated. It has all been funded through the Better Care Grant, any underspends may be subject to recovery from Central Government and this is currently being assessed. A change has been made to the Private Sector Assistance Policy in April 2018 to enable grants to be provided to the private sector and the service will be more actively marketed which should result in an increase in the number of grants being provided in 2018/19. £250k has been carried forward to next year but the remainder is a surplus in the capital programme.

1.9 The HRA has seen spend of £2.7m in the year. There are carry forward requests of £3.4m across a number of areas. The key carry forwards are £1.455m on the housing development scheme at Byram Park, £1.068m on the roofing and pointing schemes, £262k for the new housing system, £160k on the cyclical repairs programme, £150k on the Environmental Improvement Plan and £106k on door replacements.

1.10 The HRA variance after carry forwards was £523.3k favourable with the main drivers being :-

- The rolling boiler replacement programme has resulted in fewer repairs and unplanned replacements due to the high standard of boilers installed, resulting in a saving of £292k.
- Estate enhancements was underspent by £105k due to a lack of projects coming forward in 17/18.
- Damp works were £86k underspent due to lower than expected demand for the service.
- Phase 1 of the Housing Developments at Byram and Eggborough came in under budget by £33k.

Savings

1.11 **Appendix C** presents an update on progress against the Council's planned savings action plan for the General Fund and HRA.

1.12 Overall General Fund savings delivery was £34k short of the £740k

target in the year. This was due to the loans to Selby District Housing Trust not occurring as early in the year as had been expected and the office move for the Contact Centre not going ahead this year.

1.13 HRA savings for the year have been over-achieved due to higher than budgeted saving from the pension deficit reduction.

1.14 Recurring savings made in the year which did not form part of the planned savings include lower insurance costs following a tender process (£90k per annum from October 2017) and providing HR and Communications services to a nearby District Council which will continue in the short /medium term (£30k).

Programme for Growth

1.15 The programme has seen considerable progress in 2017/18 with project spend of £666k in year and carry forward on projects of £1.7m into 2018/19 as detailed in **Appendix E**.

Projects that were financed in 2017/18 include the success of the Tour de Yorkshire, due diligence work on a number of our strategic sites and the Sherburn All Weather Pitch.

The £1.7m carry forward is for ongoing projects which form part of the latest approved programme which was agreed at Executive in May 2018.

2. Legal/Financial Controls and other Policy matters

2.1 Legal Issues

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

2.2 Financial Issues

The financial issues are highlighted in the body of the report.

3. Conclusion

Overall year-end financial results are positive, and the surpluses generated this year provide some financial capacity to support the Council's future spending plans – particularly on both general fund and housing assets. Funds that are requested for carry forward will support work on priority projects and initiatives that will be completed in 2018/19. Some recurring savings have been found in the year which will help to achieve the savings target in future years.

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 – General Fund and Housing Revenue Account Carry Forward Budget Requests.

Appendix E – Programme for Growth.

Contact Details

Karen Iveson
Chief Finance Officer
Selby District Council
kiveson@selby.gcsx.gov.uk

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BUDGET EXCEPTIONS REPORT

April 2017 - March 2018

(APPENDICES A TO E OF EXECUTIVE REPORT 24 MAY 2018)

General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(100)	(109)	On-going	Earnings from investments are currently exceeding budget, this is due to buoyant cash balances, this will be closely monitored as current interest rate returns may not be achieved going forward.
Customer & Client Receipts	(7,232)	(97)	On-going and one- off	Recycling & Waste Collection income is a key driver of this variance due to latest forecasts on recycling activity and prices, demand for new bins for housing development sites and the continued proactive marketing of the commercial waste service (£168k). Other variances include a backdated recharge of officer time to Ryedale DC for HR support (£30k) and an unbudgeted charge for current year Marketing Support (£30k), increase in forecasted Council Tax collection court costs & summons due to current trends (£29k). There are numerous other forecasted overachievements of budget including; Licences income (£17k), Environmental Health Fees (£11k); Property Management Rent (£27k), Homelessness (£21k) and GF unallocated (£13k). This is offset by an anticipated shortfall in private payer lifeline income £44k, the service is reviewing its products and offer to customers in line with market demands in addition recruitment is being carefully managed. There is reduced income from Development Management where there has been a reduction in application fees due to the 5 year land supply partially mitigated by planning advice for larger schemes £41k, Civic Centre Rent £31k from slippage in the Police Co-location project, Groundwork recharges £51k offset by reduced salary costs, concessionary fares, offset by costs £26k, Car Parks £34k due to the theft of ticket machines and Assets Trading from take up of the service £40k.
Government Grants	(15,698)	46	One-off	This shortfall is due to the continued fall of Supporting People Grant £48k, this continued reduction from on-going assessment is not currently being met by private payers. From 1 April 2018 this funding is expected to end completely. The service is constantly looking to expand its customer base balanced with finding operating efficiencies.
Recharges	(3,009)	(25)	Ongoing	Following restructure, a full review of allocations of overheads took place resulting in a slightly higher charge to the HRA for CECs.
Total Variance - General Fund Income		(185)		

SAVINGS PLAN

Indicative Profile - GF

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	May 2018 Update	Current Risk
Pest Control	KC	15	15	15	Low	Contract completed - charge for rats passed on to customers.	Low
Income generation	SR			185	High	Proposals to be developed for additional income streams for 2019/20 and beyond - including potential opportunities to maximise income streams through better understanding of our asset base, following asset management system implementation.	High
Process improvements /on-line transactions	JS	0	70	91	Medium	Business Case for 'channel shift' project approved - implementation of first two phases scheduled for early 2018/19. Quick wins already being delivered in Revs & Bens. Implementation of Housing Management System has commenced - first module due Jan 2018. Full implementation expected by July 2019. Project brief for 'Modern Office Project' to support a more flexible and mobile workforce currently being developed.	High
Planning service review	JC	0	200	200	Medium	Planning service savings are currently under review, with proposals for delivery of £200k savings anticipated to be met through additional income and cashable postage and electronic savings.	High
Asset rationalisation	JS	26	90	140	Medium	Ex Profiles Gym has been let to a tenant which will generate £26k in the current year and £40k in future years. Options are currently being considered for the Contact Centre move to the Civic Centre, which dependent on the agreed approach could potentially complete half way through 18/19.	Medium
Commissioning & collaboration	JS	0	0	80	High	The savings expected in 2019/20 are still to be identified.	High
New SDHT Loans	DC	17	60	100	High	The first loans have been made to the Selby District Housing Trust which generated £17k of interest returns in 2017/18. A number of schemes are currently in progress, with negotiations taking place with developers with a scheme to acquire 12 S106 affordable housing properties recently agreed between SDC and the SDHT at Ulleskelf. 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.	High

SAVINGS PLAN

Lending to third parties	DC	0	0	40	High	This work will be considered as adoption of the Economic Development Strategy is achieved, and the Programme 4 Growth is developed.	High
Programme for Growth	DC	0	0	250	High	The current programme above indicates that approximately £3.5 of the projects (the Commercial Property Acquisition projects) will generate a direct ROI, so a direct ROI of circa 7% is required on these projects to achieve the £250k target.	High
Tax Base Growth	DC	0	0	28	Medium	As the growth agenda continues, an anticipated additional increase in the tax base of 0.5% is forecast by 19/20. This is subject to timing of development schemes completing, amongst other variables so will continue to be monitored	High
Business Rates Growth	DC	0	0	200	High	The Economic Development team will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth.	High
PFI	KI	57	60	60	Low	Completed	Low
MRP	KI	185	185	185	Low	Completed	Low
Pension Fund Deficit	KI	406	419	433	Low	Completed	Low
Total Savings		706	1,099	2,007			
Assumed Savings Target		740	1,053	1,698			
Surplus / (Shortfall)		- 34	46	309			

NB Low risk savings assumed to be delivered at 100%

SAVINGS PLAN

Indicative Profile - HRA

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk	October 2017 Update	Current Risk
Process improvements /on-line transactions	JS	0	5	194	Medium	Business Case for 'channel shift' project approved - implementation of first two phases scheduled for early 2018/19. Quick wins already being delivered in Revs & Bens. Implementation of Housing Management System has commenced - first module due Jan 2018. Full implementation expected by July 2019. Project brief for 'Modern Office Project' to support a more flexible and mobile workforce currently being developed.	High
Commissioning & collaboration	JS	0	0	20	High		High
Pension Fund Deficit	KI	217	226	235	Low	Completed	Low
Total		217	231	449			
Assumed Savings Target		140	148	310			
Surplus / (Shortfall)		77	83	140			

Low risk savings assumed to be delivered at 100%

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Sport Grounds Improvement Works	30,000	29,172	-828	0	-828	Scheme completed.
Selby Park Improvement Work	45,000	24,112	-20,888	20,888	0	Works to walling complete. Balance of budget required to be carried forward for lighting works.
Asset Management Plan - Leisure & Parks	2,940	0	-2,940	0	-2,940	IHL have completed inspections of the items in the planned maintenance programme for 2018/19. No items of works were required for 2017/18 as a result of the inspection.
Industrial Units - Road Adoption	325,000	0	-325,000	325,000	0	Costings are being sought for work completion in 2018/19.
Portholme Road Culvert	288,734	124,360	-164,374	164,374	0	Stage 1 complete and Stage 2 payments have been paid up to the end of March 2018. the tender process for works to commence shortly with a view to works being carried out over a 12 week period commencing June 2018. Delays were due to the complexity of location of the utilities and avoiding impacting on the Police emergency responses from the current Police Station.
Bus Station Refurbishment	53,000		-53,000	53,000	0	Quotations for 3 possible solutions secured - works not progressed as need to engage key stakeholders regarding the style of shelters to be purchased as well as ensuring the proposals dovetail with the emerging design thinking from the Town Centre Improvement Strategy which is at a very early stage.
Police Co-Location Project	229,710	0	-229,710	229,710	0	Completion of the building works delayed due to contractual negotiations between the parties.
Industrial Units Maintenance	47,000	44,479	-2,521	0	-2,521	Scheme completed.
Gar Park Improvement Programme	300,000	17,624	-282,376	282,376	0	Year 1 improvement works have taken longer to come to site due to a number of factors, including consultation with key stakeholders linking in to the Town Centre Improvement Strategy. A contract to undertake work to Market Cross is scheduled to start during April and specifications are currently being finalised for South Parade and Audus Street.
Website Development (Webchat)	10,000	0	-10,000	0	-10,000	Budget rolled into Channel Shift project, bids submitted to progress in 18/19.
DIP System upgrade	20,000	0	-20,000	20,000	0	Committed £20k for Information @Work server upgrade, app upgrade and software install. Required as a platform for the Channel shift project within the Rev & Ben business unit. Delayed to roll in to channel shift programme. Once channel shift programme was agreed, DIP upgrade was then scoped accordingly to meet channel shift requirements.
GIS System	100,000	34,359	-65,641	65,641	0	Budget for GIS Digitalisation project which has started and runs to Sept 2018. Remaining budget required for scanning and indexing of property deed packets as well as improvements to GIS system and licensing. Scheme progression running to plan.
Benefits & Taxation System upgrade	75,000	0	-75,000	12,675	-62,325	Committed £4,500 for O/P Subsidy workbook. Software upgrades for legislative changes and E-billing implementation and configuration for Annual billing process. Remaining budget rolled in to channel shift projects. Forms 1st phase of channel shift and e-billing which was held up by the release of government legislation

2017/18 Selby District Council Capital Programme - To 31 March 2018

Appendix C

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
IDOX Planning System	60,000	22,726	-37,274	37,274	0	Committed £4,400 for Licensing Consultants and £3,525 PARIS service upgrade. Further upgrades required throughout 2018/19 including Uniform and TLC. Spend can only occur when upgrades have been released by suppliers.
Committee Management System	18,000	0	-18,000	18,000	0	Committed £18k to ModernGov software. Data migration commenced in March, anticipated to go live in May.
Northgate Revs & Bens	7,730	13,405	5,675	0	5,675	Spend for required updates which included £5750 for changes to Victoria Forms and £3155 for changes to SBRR.
Electronic Payments Project	46,680	3,325	-43,355		-43,355	Budget to be rolled into Channel Shift project which will commence in 2018/19 following approval of bids.
Environmental Health System	5,000	7,800	2,800	0	2,800	Oracle patches for PSN compliance were required leading to an overspend which can be managed through savings on other IT projects.
Mobile Working Solution	249,800	0	-249,800	0	-249,800	This project will start in 2018 and forms part of the channel shift project to provide and develop digital services. These funds will be retained in the ICT reserve for alternative allocation to future projects.
ICT - Infrastructure Costs	60,000	27,918	-32,082	32,082	0	ICT infrastructure improvements for transformation projects. Projects span across digital workforce, police co-location, channel shift and disaster recovery. Delays in spend are influenced by progress on the aforementioned projects.
ICT - Desktop Replacement Programme	28,990	21,231	-7,759	7,448	-311	Budget committed to purchase replacement equipment for ICT training room.
Members IT Equipment	18,340	19,546	1,206	0	1,206	Small overspend on the purchase of HP devices, met from savings on the IT programme.
Servers - ICT Infrastructure Replacement	88,751	33,557	-55,194	55,194	0	To be used for Microsoft licensing as previously agreed, alongside the bid approved for 18/19 onwards. Linked to ICT infrastructure and Digital projects which are delayed, resulting in a carry forward. The new licences will begin the functionality of Skype, sharepoint and other MS programs.
Private Sector - Home Improvement Loans	46,500	2,235	-44,265	30,000	-14,265	Ongoing Repair Assistance Service commitments of £12k, during 2017/18 there have been a couple of successful emergency health and safety loans given to vulnerable households. Delivery of this service generally has been slow due in main to significant upheaval at the Selby Home Improvement Agency, which resulted in a slowdown of the grants and loans process. This service is now back in-house and coupled with an increase to the maximum loan to £6k in 2018/19 is expected to see an increase in the take up of Repair Assistance Service loans.

2017/18 Selby District Council Capital Programme - To 31 March 2018

General Fund	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Disabled Facilities Grants (DFG)	573,958	179,173	-394,785	250,000	-144,785	28 DFGs completed in 2017/18 which a little down on previous years. This is due to a number of issues, including the staff restructure at the start of the year which resulted in a slow start, and staff challenges at the Home Improvement Agency over the last few months due to the ending of their DFG contract. A significant improvement in 2018/19 is expected. The DFG service is now back in-house and have made a number of policy changes to speed up the process. In addition are looking to increase in-house staff resource to support the delivery of adaptations. The NYCC Occupational Therapy service is also providing more staff resource to deal with any backlog of referrals. This has been all funded through Better Care Grant, any unspent may be subject to recovery from Central Government.
New Build Projects (Loans to SDHT)	1,987,300	276,100	-1,711,200	1,711,200	0	These are schemes delivered by SDHT through loans from SDC. Ulleskelf scheme - Still at an early stage to purchase 12 properties a 10% deposit is required by June as the developer is making good progress on site with a target of handing over the first 3 units in August. Riccall scheme started on site 12 February and is progressing well and will take approximately 32 weeks to complete. A deposit has been paid for the purchase of properties at Bridge Wharf, Ousegate.
	4,717,433	881,122	-3,836,311	3,314,862	-521,449	

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Kitchen Replacements	140,000	144,719	4,719	0	4,719	Programme completed for 2017/18
Housing & Asset Management System	511,780	249,698	-262,082	262,082	0	The contract with Civica was signed September 2017. The first stage payment has been made and a full project plan has been agreed. Training began in January to support the project work involved in implementation.
Pointing Works	807,994	261,594	-546,400	546,400	0	Contract let over three years for ongoing pointing programme and associated works delayed due to complexities of contract requirements. Failure to secure the funds in 2018/19 will result in significantly less properties being improved under the programme; with potential impact on the weather tightness of our housing stock. Weather tightness is a key criteria under the Housing Health and Safety Rating System and failure to address such requirements could open SDC to claims of disrepair.
Electrical Rewires	240,000	241,135	1,135	0	1,135	
Bathroom Replacements	30,000	140	-29,860	29,860	0	A programme of bathroom replacements has been issued with works scheduled to commence April 18. Held up to join up with the 18/19 programme to make a viable contractor proposition.
Asbestos Surveys	30,000	16,851	-13,149	13,232	83	A significant level of surveys were required in order to ensure SDC fully complies with its obligations under H&S legislation which has impacted on the implementation of the new Keystone Asbestos module as part of the Housing System. This is now gone live in April following delays.
External Cyclical Repairs (Painting & Windows)	160,000	-93	-160,093	160,000	-93	Contract now let over three years for ongoing external cyclical repairs and associated works programme identified. Weather tightness is a key criteria under the Housing Health and Safety Rating System and failure to address such requirements could open SDC to claims of disrepair. Complex programme to put together has resulted in delays in the contract process.
Central Heating System Replacements	545,000	254,338	-290,662	0	-290,662	Failure rates on systems lower than anticipated resulting in significant savings in year. It is anticipated that there will be a spike in replacements around 2020, that will require current savings to be re-invested in boiler replacements.
Roof Replacements	532,650	11,014	-521,636	521,636	0	The tender for the work to replace the roofs at the Hillside estate has recently been received and SDC are now in consultation with leaseholders on the estate and this has been a lengthy process. The need to undertake consultation and the sensitivities around this have resulted in delays to progressing these works.

2017/18 Selby District Council Capital Programme - To 31 March 2018

Appendix C

Housing Revenue Account	Annual Budget	Year End Actual	Year End Variance	Carry Forward	Final Variance	Comments
Damp Works	220,000	133,941	-86,059	0	-86,059	Savings achieved for the year driven by demand and using alternative solutions to damp courses.
Disabled Adaptation Work	46,000	47,813	1,813	0	1,813	Programme complete to install wet rooms.
External Door Replacements	130,000	23,949	-106,051	106,051	0	A contract has recently been let and works are scheduled to commence in June. Funds required to upgrade the external doors to our properties without such will result in potential water ingress, possible structural damage and ultimately greater costs. In addition, insecure external doors may lead to increased levels of burglary resulting in potentially increased void costs, rent loss and ultimately reputational damage for SDC. This scheme is linked to cyclical repairs contract.
Void Property Repairs	65,000	65,000	0	0	0	Void programme completed for the year
Fencing Programme	50,232	47,411	-2,821	2,821	0	Contract let over three years to upgrade fencing to the Council's housing stock. Year one of the programme has been successfully completed. Works for completion on Year two of the programme have been identified and the additional funding will enable more properties to be completed.
St Wilfrid's Court	13,000	0	-13,000	13,000	0	Budget relates to works required to upgrade lifeline equipment and is to be undertaken as part of wider improvement of the property for which funds have been secured in 2018/19.
Pauline Backhouse Court	28,000		-28,000	28,000	0	Works to replace the lift are ongoing, delayed due to establishing project managers for the scheme before moving forward with the tender process. Tenders have been received - contract preparation in progress. Failure to replace the lift could lead to increased repair costs
Environmental Improvement Plan	182,555	32,067	-150,488	150,488	0	Works to develop projects with local stakeholders has resulted in delivery being slower than anticipated. The first 2 significant projects for funding have been received and tenders sought for the completion of the works.
Housing Development Project	53,180	34,747	-18,433	0	-18,433	Savings from the Byram Park Road Flats site clearance
Garage Sites	20,000	11,428	-8,572	8,572	0	Works required are influenced by which sites are identified for potential housing development.
Ousegate Hostel	60,000	501	-59,499	59,499	0	Programme has been delayed due to the occupancy of the flats requiring work. Funding is required in 2018/19 in order to ensure the planned improvements can proceed once the various flats become vacant
Footpath Repairs	30,000	17,763	-12,237	12,237	0	Programme has been agreed and work to secure contractor are underway. In order to maximise value for money, the contractor will be linked to the car park programme which has changed the timing of delivery of this project..
Estate Enhancements	133,000	27,885	-105,115	0	-105,115	Balance of funding offered as saving in current year as projects did not come forward to progress. Plans for the 18/19 funding are being developed.
Phase 1 Hsg Dev. Byram / Eggborough Bungalows	981,640	948,908	-32,732	0	-32,732	Scheme complete and a small saving achieved. Retention of £45,908.45 to be paid June 2018, but accounted for in the 17/18 year.
Phase 2 Hsg Dev. Byram Park Road	1,612,000	158,289	-1,453,711	1,455,711	2,000	13 property site scheme progressing well and foundations have been excavated, initial issues with boundaries and encroachment have been resolved which delayed the scheme along with planning issues. Scheme anticipated to complete by January 2019.
	6,622,031	2,729,098	-3,892,933	3,369,589	-523,344	
Total Capital Programme	11,339,464	3,610,220	-7,729,244	6,684,451	-1,044,793	

General Fund Revenue Carry Forwards				
Description	Purpose of Carry Forward	17/18 Current Budget	Remaining Budget	Carry Forward Request
Planning Policy - Neighbourhood Plans	Received £40k of grants through DCLG - No further grants will be paid unless NP reach adoption, therefore these funds need to be retained to cover the costs of any future referendums and any other potential costs	40,000	31,647	31,647
Dev Policy Serv (PLAN Selby)	Budget approved to support the preparation of Sites Allocations Local Plan and PLAN Selby, Work will continue over the next financial year and the remaining budget is required to facilitate this work	565,760	424,360	424,360
Central CEF	Required to support the CEF in 18/19. During 2017/18 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	36,978	14,671	14,671
Western CEF	Required to support the CEF in 18/19. During 2017/18 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	37,938	12,656	12,656
Eastern CEF	Required to support the CEF in 18/19. During 2017/18 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	34,636	7,219	7,219
Southern CEF	Required to support the CEF in 18/19. During 2017/18 the CEFs have committed to funding more projects and proactively spent balances built from previous years. The carry forward request will be used to support the community development plan for the area and applications.	33,689	3,163	3,163
Pollution Management / Air Quality	Ongoing work associated with the action plan in accordance with the prescribed DEFRA process, will entail costs and along with any remedial action or funding of expected survey work will require the additional budget requested. The action plan and implementation is due to go to Executive for approval in June 18	6,500	5,588	5,588
Business Transformation Staffing	2 salary underspends. 1 x 4a - Business Transformation Officer, funded from GF £35,444, 1 x 4c - Business Transformation & ICT Manager, funded from Reserves £42,899. Neither post recruited in 17/18 due to lack of suitable candidates and projects not being ready. Money will be used to fund a combination of : short term project managers, external consultants and backfilling officers from elsewhere in the business	234,594	89,463	80,000
Benefits & Taxation - local Welfare Assistance	Funding has been received in 17/18 to support Universal Credit (UC) claimants, but due to the delay of full service the budget has not been fully used yet. The budget is required as the costs will increase significantly as demand increases across the district. This will ensure there are enough resources to support new claimants as Universal Credit is fully rolled out	33,707	21,658	21,658
HR - Short Courses fees	To pay for Investors in People Assessment. First part (Staff survey) actually delivered in 2017 but wont be billed until after the full assessment in late April 2018	25,580	8,585	7,500
HR Corp Training Course fees	To contribute to funding Learning Zone in 2018	11,000	4,163	4,000
HR Staffing	Underspend in 2017/18 partially due to non-recruitment of Lead Officer HR. Lead Officer HR has responsibility for OD strategy. OD strategy not progressed until 2017/18 due to lack of capacity/timing. To be used to buy in expertise from NYCC to deliver OD strategy as a defined project	136,419	62,263	15,000
Tadcaster and Villages CEF	Unspent Tadcaster and Villages CEF Budget. Money was split across 2 budget lines (SD0504 3535) - now combined for future use	59,779	24,007	24,007
Benefits & Taxation - NYBTG	Monies are held on behalf of 8 NY authorities, for the purpose of NY Benefits training Group, therefore do not belong to SDC	18,907	8,407	8,407
Data and Systems - Agency staffing	Forms part of the Housing software replacement project that will continue throughout 2018/19	130,000	130,000	130,000
CS - partnerships contributions	Made up of grant awarded from OPCC cannot be taken back as a saving. Commitment to North Yorkshire Police for £1250 not yet paid due to Police payment system. A delivery plan is in place for 2018-19 that this money will support.	5,500	4,649	4,649

General Fund Revenue Carry Forwards				
Description	Purpose of Carry Forward	17/18 Current Budget	Remaining Budget	Carry Forward Request
Local Authority Prevent Duty	Funded by OPCC in 2016 to support the delivery of Prevent Duty. Remaining balance will support the Prevent Bronze Group to raise awareness of radicalisation and develop tools for communities to use. A work plan is in place for 2018/19 and SDC is working with NYCC Community Safety officers to provide a consistent and effective programme throughout the year.	1,896	1,642	1,642
Partnership development	£9k committed to Abbots Staith and will contribute to building repairs work agreed in 2017/18. Work will commence in June 18. Commitment for a shared admin role with NY Police for Safer Selby Hub. Due to time delays in commencing the post the 2017/18 contribution will need to be paid in 2018/19. Current subscription to grantfinder is based on a potential discounted 3 year deal. Currently monitoring 1st year effectiveness - if effective, will require funding for remaining 2 years £9265	43,000	31,045	31,045
Homeless persons	Funding has not been used in 17/18 due to delays in receiving the MHCLG guidance document for the new legislation. Plans have now been finalised for spending the 2017/18 funding but will not conclude until 2018/19. Funding will support a number of initiatives : extra staff resource : provide IT support to deliver new legislation : develop correspondence tools : support the development of new tenancy incentives. A further c/fwd will be required for the 2018/19 funding and then the 2019/20 funding to ensure the support is spread over a 3 yr. period as intended	113,244	81,686	70,180
District election	Budget is for the NYCC election which was held in 2017 - needs to be carried forward to resolve any outstanding queries		6,011	6,011
Chairman's allowance	Chairman's budget to be carried forward	5,910	1,863	1,863
Better Together	Due to delays in shared ICT projects the final £50k SDC contribution was not required for 2017/18	50,000	50,000	50,000
Data and systems staffing	To cover ongoing staffing costs in 2018/19 following recruitment	201,440	53,869	53,869
Contingency	Carry forward to support Commissioning Contingency £150,000 and Operational £1,670 (to make up to £150k).	346,277	346,277	151,670
		2,172,754	1,424,892	1,160,805

General Fund Capital Carry Forwards				
Description	Purpose of Carry Forward	17/18 Current Budget	Remaining Budget	Carry Forward Request
Portholme Road collapsed culvert	Stage 1 complete and Stage 2 payments have been paid up to the end of March 2018. the tender process for works to commence shortly with a view to works being carried out over a 12 week period commencing June 2018.	288,734	164,374	164,374
Planning System software	Committed £4,400 for Licensing Consultant x 4 days - £3,525 PARIS service upgrade v3.0.3.3. Upgrades required throughout 2018/19 - Uniform 10.3.1, TLC 10, PA 3.1, DES 10.4.1	60,000	37,274	37,274
DIP System software	Committed £20k for Information @Work server upgrade, app upgrade and software install. Required as a platform for the Channel shift project within the Rev & Ben business unit	20,000	20,000	20,000
Benefits & Taxation System software	Committed £4,500 for O/P Subsidy workbook. Software upgrades for legislative changes and E-billing implementation and config for Annual billing process	15,000	12,675	12,675
Committee Management System software	Committed £18k to ModernGov software. Completed by end of April 2018	18,000	18,000	18,000
Police Co-location Project	Completion of the building works delayed due to contractual negotiations between the parties. Failure to secure the funds in 2018/19 will result in the project not progressing: leading to significant reputation damage for SDC and potentially claims for breach of contract	229,710	229,710	229,710
Bus station refurbishment	Quotations for 3 possible solutions secured - works not progressed as need to engage key stakeholders. Failure to secure funding will result in works not progressing which may impact efforts to improve the town centre offer and visitor economy	53,000	53,000	53,000
Car Park Improvement Programme	Year 1 improvement work have taken longer to come to site due to a number of factors. A contract to undertake work to Market Cross - work scheduled to start 9/4/18. Failure to secure the outstanding budget will significantly impact our ability to deliver the improvement programme across the 9 identified areas. Accrual submitted for £3,656.57 to cover minor works undertaken 2017/18	300,000	286,033	282,376
Selby Park	Remainder of budget required in 2018/19 to upgrade the lighting throughout the park area. Quotations for 3 possible solutions secured - works not progressed as need to engage key stakeholders. Failure to secure funding will result in works not progressing which may impact efforts to improve the town centre offer and visitor economy	45,000	45,000	20,888
Desktops	Used to purchase replacement equipment for ICT training room. Equipment has been purchased and will be received and invoiced in April 2018	17,500	7,448	7,448
ICT Infrastructure	ICT infrastructure improvements for transformation projects. Projects span across digital workforce, police colocation, channel shift and disaster recovery	60,000	33,207	32,082
Servers	To be used for Microsoft licensing as previously agreed, alongside the bid approved for 18/19 onwards. Linked to digital workforce as well as ICT infrastructure. The new licences will begin the functionality of Skype, sharepoint and other MS programs	88,751	55,194	55,194
Software/Hardware	Budget for GIS Digitalisation project which has started and runs to Sep 2018. Remaining budget required for scanning and indexing of property deed packets as well as improvements to GIS system and licensing	100,000	65,641	65,641
Industrial Unit Road adoption	Failure to secure the funding in 2018/19 will result in the required improvements to bring the road up to adoptable standard not progressing. This will result in additional liability for SDC in the future as the current road deteriorates	325,000	325,000	325,000
Private Sector Housing Renewal - Home improvement loans	Ongoing RAS commitments of £12k, also recycled loan funds of £6290 which relate to previous Regional Housing board funding which must be used for Private Sector Housing initiatives. RAS loan limit increased from £4k to £6k in 2018/19. Grants and loans service has returned in-house to SDC from April 18 and therefore is likely to be a more focused approach to supporting vulnerable homeowners with emergency repairs	46,000	43,504	30,000
Disabled Facilities Grant	This is Better Care Fund money. On-going DFG commitments (Approved but not Completed) total £107,000. In addition, new initiatives aimed at increasing take-up of DFG have been approved as part of the Private Sector Housing Assistance Policy 2018. Also, there are on-going discussions regarding the expansion of the adaptations service. The budget should therefore be carried forward to support both committed DFG's and potential increased future demand.	573,958	393,958	250,000
Housing Development Schemes	Loans to SDHT - To continue to fund schemes for Riccall and Ousegate.	1,987,300	1,711,200	1,711,200
		4,227,953	3,501,218	3,314,862

Programme for Growth Revenue Carry Forwards				
Description	Purpose of Carry Forward	17/18 Current Budget	Remaining Budget	Carry Forward Request
P4G Open for business projects fund	Linked to paid-for advertising. Final part of the agreed P4G campaign - this covers March 18 - June 18, using the remaining amount	57,914	18,108	18,108
P4G3 Access to Employment	Required to fund a response and private sector contributions to address the severity of labour market challenges particularly in Sherburn in Elmet.	100,000	100,000	100,000
P4G3 Church Fenton Studios	Carry forward required as liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified.	300,000	300,000	300,000
P4G3 Growing Enterprise (1)	Carry forward to support small business activity, an SME support programme is being developed.	35,000	32,734	32,734
P4G3 Growing Enterprise (2)	As above	50,000	47,027	47,027
P4G3 Business Space and Accommodation Review	Carry Forward required to support the commission of specialist advice on any gaps in the provision for key sectors.	30,000	17,152	17,152
P4G Healthy Living Concepts	Fund expected to be spent across 2017-19 in line with health strategy action plan due to be delivered in 2017-18 in conjunction with IHL and NYCC Public Health. Health Action plan runs until 2020, funds have accrued until Action plan is signed off	50,213	47,176	47,176
P4G3 Stepping-up Housing Delivery	Carry forward to allow further work to be undertaken on how the Council could step-up its strategic enabling role in housing delivery including exploring options for investment in market housing to rent and for sale.	50,000	49,862	49,862
P4G3 Olympia Park	Going forward funding required to provide ongoing legal, property and delivery strategy advice and technical studies to support the strategic allocation in the Local Plan.	200,000	195,000	195,000
P4G Retail Experience STEP	Pop up realm work commissioned in Q1 of 2018/19 for delivery Q2 - work ongoing to develop the medium to long term support and development in the town centre. Links are being made between the STEP work, the Visitor Economy Action Plan and the Station Master Plan work	123,700	108,340	108,340
P4G Retail experience	Tadcaster Riverside Project is an agreed P4G project that is to be delivered. Due to the restructure, team capacity and Environment Agency works in the area, the project was delayed and paused during 2017/18. Work has begun again and the project is set to be delivered in Q3 2018/19	180,000	160,003	160,003
P4G Empty homes	This budget is to cover aspects of work generated through the empty homes project. The budget should be used to pay for the Empty Homes Officer and to support other Empty Homes initiatives. It should be noted that this is revenue funding. There is no capital funding for Empty Homes loans and therefore we may wish to consider if it is possible to capitalise any of this budget to support the loans and grants programme.	115,475	115,475	115,475
P4G3 Green Energy	The ED team only came up to full strength at the beginning of 2018 - as a result certain core projects have not been started or fully implemented. Now involved in specific activities that require funding for the next financial year	50,000	50,000	50,000
P4G Strategic Dev Sites & P4G Strategic Sites masterplan	The budget supports the progression of strategic development sites such as Olympia Park, Cross Hills and other Council assets such as Bondgate and Portholme Road. The fact that the Housing and Regeneration and Economic Development Teams were not established until the autumn of 2017, and the Council has been successful in securing external funding has contributed towards the underspend	391,755	253,387	246,613
P4G Housing Trust	The budget related to the previous structure whereby a Development Officers time was split between working on HRA and SDHT projects. Under the new structure the Housing and Regeneration Team is funded from the P4G Programme	30,000	15,800	15,800
P4G3 Towns Regeneration	Carry forward to allow the development of business cases to fund specific regeneration plans and projects in the towns.	150,000	150,000	150,000
P4G3 Tourism & Culture & Tour De Yorkshire	To be carried forward to allow some early win projects in the action plan to be delivered.	287,130	82,193	82,193
P4G Salaries - Various	To carry forward budget to support posts that have not yet been recruited to or employment commenced partway through the year.	1,102,450	434,859	434,856
		3,303,637	2,177,116	2,170,339

Housing Revenue Account Capital Carry Forwards				
Description	Purpose of Carry Forward	17/18 Current Budget	Remaining Budget	Carry Forward Request
Ousegate Hotel	Programme has been delayed due to the occupancy of the flats requiring work. Funding is required in 2018/19 in order to ensure the planned improvements can proceed once the various flats become vacant	60,000	59,499	59,499
Laurie Backhouse	Works to replace the lift are ongoing. Tenders have been received - contract preparation in progress. Failure to secure the funds will mean the lift cannot be replaced, leading to potentially increased repair costs	28,000	28,000	28,000
Footpath repairs	Programme has been agreed and work to secure procured contractor are underway. Securing the underspend in 2017/18 will enable a greater works of improvement to be carried out in 2018/19. Failure to secure the funding will result in fewer repairs being completed with may potentially result in increased compensation claims to the Council due to personal injury or property damage	30,000	12,237	12,237
Bathroom replacements	A programme of bathroom replacements has been issued with works scheduled to commence April 18. Failure to secure the funding will result in a reduction in the number of bathrooms which will be replaced and impact the repairs and/or voids.	30,000	29,860	29,860
Environment Improvement plan	Works to develop projects with local stakeholders has resulted in deliver being slower than anticipated. The first 2 significant projects for funding have been received and tenders sought for the completion of the works. Failure to secure the funding will result in the projects not proceeding and may result in reputational damage.	182,555	150,488	150,488
St Wilfrid's Court	Budget relates to works required to upgrade lifeline equipment and is to be undertaken as part of wider improvement of the property for which funds have been secured in 2018/19. Failure to carry forward the funding will impact our ability to undertake the upgrade works, which may result in units within the property being harder to let	13,000	13,000	13,000
Garage Sites	Works ongoing - funding is required to ensure work continues in 2018/19. Failure to carry forward will impact our ability to undertake the upgrade works required, with further dilapidation of the sites likely, leading to increased rent loss and anti-social behaviour	20,000	8,572	8,572
Fencing Programme	Contract let over three years to upgrade fencing to the Council's housing stock. Year one of the programme has been successfully completed (accrual submitted for majority of remaining budget). Works for completion on Year two of the programme have been identified and the additional funding will enable more properties to be completed.	50,232	9,783	2,821
External Door replacements	A contract has recently been let and works are scheduled to commence in June. Failure to secure the funds in 2018/19 will severely restrict SDC's ability to upgrade the external doors to our properties resulting in potential water ingress, possible structural damage and ultimately greater costs. In addition, insecure external doors may lead to increased levels of burglary resulting in potentially increased void costs, rent loss and ultimately reputational damage for SDC.	130,000	106,051	106,051
External Cyclical Repairs	Contract let over three years for ongoing external cyclical repairs and associated works programme. Failure to secure the funds in 2018/19 will result in significantly less properties being improved under the programme; with potential impact on the weather tightness of our housing stock. Weather tightness is a key criteria under HHSRS and failure to address such requirements could open SDC to claims of disrepair.	160,000	160,000	160,000
Asbestos Surveys and removal	Implementation of the new Keystone Asbestos module has highlighted significant gaps in the current survey information available. This will necessitate a significant level of surveys in order to ensure SDC fully complies with its obligations under H&S legislation. Failure to secure the funding in 2018/19 will severely impact SDC's ability to deliver the increased level of surveys necessary and potentially leave us exposed to prosecution under the aforementioned legislation. Penalties for failure to adhere to H&S legislation are severe with imprisonment and unlimited fines possible.	30,000	13,232	13,232
Pointing Programme	Contract let over three years for ongoing pointing programme and associated works. Failure to secure the funds in 2018/19 will result in significantly less properties being improved under the programme; with potential impact on the weather tightness of our housing stock. Weather tightness is a key criteria under HHSRS and failure to address such requirements could open SDC to claims of disrepair.	807,994	546,400	546,400
Roof replacements	The tender for the work to replace the roofs at the Hillside estate has recently been received and SDC are now in the process of completing the Section 20 consultation process with leaseholders on the estate. The need to undertake a full Section 20 consultation and the sensitivities around this have resulted in delays to progressing these works. The roofs are in desperate need of replacement having reached the end of their useful asset lifespan and failure to secure these funds in 2018/19 will mean the programme cannot proceed. This will lead to cost pressures on the repairs budget and may ultimately lead to structural failure of the properties.	532,650	521,636	521,636
PH 1 HSG Dev Byram / Egg 15	As a result of the recruitment of the Housing Regeneration Team not being finalised until October 2017, the expenditure on this project has been lower than projected. However, the scheme is now on site and will reach practical completion in January 2018	1,612,000	1,455,711	1,455,711
Asset Management system	Forms part of the Housing software replacement project that will continue throughout 2018/19	511,780	262,083	262,083
		4,198,211	3,376,552	3,369,590

Programme for Growth 2017/18 Financial Year Project Updates - To 31 March 2018

Project	Lead Officer	Budget £	Position @ 31 March 2018		Year-end Update	Carry- over into 18/19?
			Year End Spend £	Year End Variance £		
Towns Masterplanning	Angela Crossland	150,000	0	-150,000	<p>Project paused as part of the review of existing P4G3 projects. A proposal will be brought back to re-focus the project onto specific known regeneration priorities and projects in the town centres rather than broader strategy development.</p> <p>Request to carry-over funding to allow us to develop Business Cases to fund specific Regeneration plans and projects in the towns:</p> <ul style="list-style-type: none"> * Selby Heritage Action Zone bid proposed for October 2018 linked to Selby Abbey HLF bid and Selby 950 Celebrations * Tadcaster Heritage-led Regeneration masterplan - potential HLF bid and Heritage England collaboration to address known issues to help Tadcaster reach its potential. * Sherburn Infrastructure-focussed review - to better understand gaps to delivery 	Yes
Visitor Economy	Angela Crossland	287,130	204,938	-82,193	<p>Tour de Yorkshire Tadcaster project successfully delivered. Make it York successfully completed their commission to produce the Visitor Economy Strategy and Action Plan. This was agreed by Executive in March 2018 including a £460k delivery pot for the first phase of work to support Visitor Economy Strategy and Action Plan delivery. The remaining £66k in this Visitor Economy project should be carried forward to allow some early win projects in the Action Plan to be delivered.</p>	Yes
Stepping Up' Housing Delivery	Chris Kwasniewski	50,000	138	-49,862	<p>Brief developed. Project superseded by significant work on the Council's new Housing Development Programme approved by Executive in January 2018.</p> <p>Carry forward to allow further work to be undertaken on how the Council could step-up its strategic enabling role in housing delivery including exploring options for investment in market housing to rent and for sale.</p>	Yes
Olympia Park	Chris Kwasniewski	200,000	5,000	-195,000	<p>The Council was successful in securing circa £9m funding from Homes England through their 'Housing Infrastructure Fund'. This means significant work is now required to complete 'due diligence' to unlock the HIF funding and prepare for the case to prove deliverability for the Site Allocation Local Plan (summer 2018) and planning application (December 2018). HIF and the landowners will fund the majority of work going forward but we need funding to provide ongoing legal, property and delivery strategy advice and technical studies to support the strategic allocation in the Local Plan.</p>	Yes

Project	Lead Officer	Budget £	Year End Spend £	Year End Variance £	Year-end Update	Carry- over into 18/19?
Strategic Sites Masterplanning	Chris Kwasniewski	391,755	145,142	-246,613	Funded due diligence work on Olympia Park, Portholme Road, Edgerton Lodge, Selby Station Masterplan and Kellingley Colliery. Likely future projects will include strategic infrastructure response to Sherburn Employment sites, Gascoigne Wood Strategic Rail Freight Interchange, and enabling work to help deliver our strategic housing and employment sites.	Yes
Access to Employment	Iain Brown	100,000	0	-100,000	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. A Business Forum has been established by the Council's new Senior Inward Investment Officer to fully understand the scope of the issue - this project will then fund a response (along with, it is envisaged, private sector contributions). No spend forecast for 17/18.	Yes
Green Energy	Iain Brown	50,000	0	-50,000	Further diligence work on project to be undertaken to produce robust cost/benefit analysis. This was to enable Burn Airfield to be connected to the national grid network so that renewable energy generation could be promoted once the tariffs allow us to achieve grid parity. Burn is a strategic acquisition for Selby District for the next Local Plan period (post 2027) and there is a proposed new P4G project to consider future development options for any new development. Ensuring sustainable energy supply will be a key consideration so it is proposed to carry this funding over to allow further work to be carried out. No spend forecast in 17/18.	Yes
Growing Enterprise	Iain Brown	85,000	5,239	-79,761	Match funding contributions paid to EU Leeds City Region business support programmes - AD:Venture & Digital Enterprise. This project will fund small business support activity. An SME Support Programme is being developed, in close consultation with the portfolio holder, by the Council's Senior Business Advisor which will set out the scope of the project in detail. The project is also seeking to develop income streams from support provision, which may mean that delivery from this project can extend into the next financial year. EDF conference and Launch fees covered from this budget.	Yes

Project	Lead Officer	Budget £	Year End Spend £	Year End Variance £	Year-end Update	Carry- over into 18/19?
Church Fenton Studios	Dave Caulfield / Iain Brown	300,000	0	-300,000	Liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified. Positive progress has been made, with a planning application for the 'Create Yorkshire' site submitted, and currently there is no indication that public money will be required to bring the scheme forward (pending further discussions). Expecting to make partnership contribution to Business Plan work and specialist industry advice for the scheme.	Yes
Business Space & Accommodation Review	Iain Brown	30,000	12,848	-17,152	CoStar software has been purchased that provides live commercial data around the District's available/soon-to-be-available commercial stock. Advanced nature of software means that analysis can be undertaken as a project by a member of the Council's graduate programme, reducing overall project costs significantly. May also need to commission specialist advice to advise on any gaps in provision for key sectors.	Yes
Healthy Living Concepts Fund	Angela Crossland	50,213	3,037	-47,176	Park Run initiated and now sustained. Drafts for Active Travel projects due. A multi-agency Health Action Plan is almost completed and this will identify specific projects that may need funding. Potential commission for an active travel project of £25k factored in to expected outturn.	Yes
Marketing Selby's USP	Mike James	57,914	39,806	-18,108	Working directly with our businesses, we've created a series of case studies that tell the story of investment the district. These stories are told by businesses themselves and cover the key business assets for the area – for example road and rail connectivity, affordability of business space and quality of life to attract the best staff. These are the issues that businesses themselves have told us are selling points for the district. During the second half of the year we worked with the business community and partners such as the LEPS to push out this material using a wide variety of channels. The remaining funding – brought forward to 2018/19 - is being used to fund targeted regional and national advertising. We've negotiated with a number of publications and online platforms to create paid-for material supported by 'free' editorial. These are all now set up for the period up to September 2018. All of the remaining project fund has been allocated to this final priority of maximising the reach of the material we've been producing throughout the project.	Yes
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	19,997	-160,003	This project has now been paused until early 2018 subject to Environment Agency work and current winter season.	Yes

Project	Lead Officer	Budget £	Year End Spend £	Year End Variance £	Year-end Update	Carry- over into 18/19?
Retail Experience - STEP	Angela Crossland	123,700	15,360	-108,340	Grants given to support Selby Arts Festival and Selby Food Festival. Small Business Saturday and Shop Local initiatives delivered Christmas 2017. Heart of Yorkshire Book retailing well. Commission in place to develop public realm work. Due for completion Summer 2018. Developing business case for town centre coordination role. Budget reprofiled with the partnership to span a 2 year initiative.	Yes
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	-115,475	The Council has adopted the York and North Yorkshire Empty Homes Strategy 2017-2020 and A Selby District Empty Homes Action Plan which we are currently delivering. A full data base of Empty Home has been developed. All owners of empty properties have been contacted. The Empty Homes Officer has provided advice and assistance to owners of empty properties, and what enforcement action we will consider. The Executive has approved a new Housing Assistance Policy, which includes a scheme to provide grants and loans to enable empty property to be brought back into use. During 2017/18 18 Empty Homes have been brought back into use, exceeding the target of 12.	Yes
Selby District Housing Trust	Julie Slatter / Chris Kwasniewski	30,000	14,200	-15,800	This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure. A revised resource request from the P4G was included within the Council's newly adopted Housing Development Programme. Underspent but discussions required with SDHT to support SDHT's role in the more ambitious HDP approved by Executive in January 2018.	Yes
Sherburn All-Weather Pitch	Angela Crossland	200,000	200,000	0	Project completed.	n/a
		2,401,187	665,705	-1,735,483		

General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	8,102	(149)	On-going and one- off	Savings on salaries across the Council due to recruitment of the new structure during the year, natural turnover of staff resulting in vacancies and staffing levels being carefully managed to mitigate service risks such as the lifeline service. There are also savings here on Groundwork staff but this is offset by the reduction in income for this as it is a pass through cost. This is partly offset by increased pressure on the Development Management Team who have needed to use agency support to help cover vacancies to manage large scale complex planning applications and a large amount of appeals relating to the 5 year housing land supply. It is proving difficult for all Local Planning Authorities to recruit staff with the relevant experience to tackle the workload of this nature hence agency staff are used at a premium.
Premises	686	(8)	On-going	Various over and underspends the most significant being NNDR savings from Leasing out the former Profiles Gym Building (£11k).
Supplies & Services	8,526	116	On-going and one- off	There are numerous variances that make up this shortfall, the biggest being £148k from the use of specialist advice to support the volume and complex nature of planning applications and in part due to the pressure on the team through vacancies. There are other costs incurred including £42k on Counter Fraud services which is partly offset by £26k of staff savings, Bank Charges in relation to the volume of card payments made to the authority and historical issues resolved through the bank rec and IT systems annual management and maintenance costs £33k. There are savings on Climate Change (£21k), Concessionary Fares (offset by income (£20k), Environmental Services pollution and monitoring costs (£10k), Planning Policy (£19k) and GF Housing (£21k) on private sector housing, Night Stop and Mediation services.
Benefit Payments	15,281	(25)	Ongoing	Overall benefits saving generated from lower than anticipated overpayment debtors adjustments and lower rent allowance payments.
Transport	155	10	On-going	

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Third Party Payments	82	(5)	one-off	Small saving on the annual contribution to the Home Improvement Agency.
Drainage Board Levy	1,667	(4)	one-off	Small saving from lower than anticipated inflation increases.
Budget Savings Required	(424)	47	One-off and On- going	Small shortfall in the planned savings target, asset rationalisation will not achieve its target for the year due to the Contact Centre move still being under consideration. The interest from loans made to Selby District Housing Trust is lower than anticipated as these loans were made later in the year than expected.
Contingency	346	(195)	One-off	Unspent in the year - drawdowns for support not required.
Other		(16)	One-off	Several small variances including improvement and other grants.
Total Variance - General Fund Expenditure		(229)		
Total Variances - General Fund		(414)		

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(25)	(37)	On-going	Earnings from investments are currently exceeding budget, this is due to buoyant cash balances, this will be closely monitored as current interest rate returns may not be achieved going forward.
Housing Rents	(12,070)	45	On-going	The outturn shows a shortfall position over budget. The variance is driven by worse void turnover times than budgeted and one additional right to buy sale (21 in 2017/18) than was assumed in the budget.
Customer & Client Receipts	(143)	(27)	On-going	Improved position has been achieved on Pumping Station Recharges (£9k), Community Centres including room hire (£7k) and Legal Costs recovered (£6k).
Government Grants	(20)	20	On-going	Withdrawal of supporting people funding for HRA Homeless services.
Total Variance - HRA Income		1		

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	0	38	One-Off	Community Centre Cleaner Costs, offset by CEC savings.
Premises	797	(50)	On-going	Saving on Painting as delivered through capital programmed works (£30k). There are savings on the utility and running costs of hostels (£12k).
Supplies and Services	1,099	28	On-going	£50k spent on subcontractors covering vacancies in the trades team due to difficulties in recruitment. This is offset by savings in septic tank emptying (£8k) and HRA systems (£13k)
Transport	117	(5)	On-going	
Support Service Recharges	2,760	(8)	On-going	
Provision for Bad Debts	124	(55)	One-Off	A nominal 1% provision against rents is made in the budget, arrears calculations have not suggested an increase is required yet although the wider roll out of universal credit may have an influence, Non-rent debtors have been maintained at the same levels as 2016/17.
External Interest Payable	2,638	(225)	One-Off	This saving is due to no external borrowing taken out for new developments within the HRA this financial year, the use of internal borrowing (using cash reserves) has been used rather than PWLB borrowing in the short term and this will be kept under review as interest rates rise over the coming months and years.
Pension deficit reduction	77	(77)	On-going	The pension deficit reduction was budgeted to still be a cost of £77k but the full pay down of the pension deficit at the end of 2016/17 resulted in no payment being required in the year.
Movements to / from reserves	3,494	(309)	One-Off	Slightly lower estimate transfers to the Major Repairs Reserve to fund costs of the capital programme over the year. This is as a result of lower than anticipated capital spend, in particular on central heating systems. This saving will be reinvested in future programmes.
Contingency	75	(75)	One-Off	Unspent contingency in the year.
Other	(115)	3	On-going	
Total Variance - HRA Expenditure		(735)		
Total Variances - HRA		(734)		

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Report Reference Number: S/18/5

To: Scrutiny Committee
Date: 27 June 2018
Status: Non-Key
Ward(s) Affected: All
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 Annual Review 2017/18

Summary:

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which details the Council's borrowing and investment activity (treasury management) for the financial year to 31 March 2018 and presents performance against the prudential indicators. This report was considered by the Executive at its meeting on 24 May 2018.

Recommendation:

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

Reasons for recommendation

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

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 24 May 2018 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 24 May 2018 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 24 May 2018 attached at Appendix A to this report.

4.2 Financial Implications

Please also see section 4 of the report considered by the Executive on 24 May 2018 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 - 24 May 2018

Appendix B – Appendices A and B of the Executive Report - 24 May 2018

Contact Officer:

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

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Report Reference Number: E/18/03

To: Executive
Date: 24th May 2018
Status: Non Key Decision
Ward(s) Affected: All

Author: John Raine – Head of Technical Finance
Lead Executive Member: Councillor Cliff Lunn
Lead Officer: Karen Iveson – Chief Finance Officer, S151

Title: Treasury Management – Annual Review 2017/18

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the financial year to 31 March 2018 and presents performance against the Prudential Indicators.

Investments – On average the Council's investments totalled £51.3m over the year at an average rate of 0.53% and earned interest of £271k (£209k allocated to the General Fund; £62k allocated to the HRA) which was £146k above budget.

Borrowing – Long-term borrowing totalled £59.3m at 31 March 2018 (£1.6m relating to the General Fund; £57.7m relating to the HRA), with an average interest rate of 4.19%. Interest payments of £2.5m were made in 2016/17 (£0.1m allocated to the General Fund; £2.4m to the HRA). The Council had no short term borrowing in place as at 31 March 2018.

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

Recommendations:

- i. **Councillors endorse the actions of officers on the Council's treasury activities for 2017/18 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 final monitoring report for treasury management in 2017/18 and covers the period 1 April to 31 March 2018. 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 25 February 2016.
- 1.4 The two key budgets related to the Council’s treasury management activities are the amount of interest earned on investments £125k (£100k General Fund, £25k HRA) and the amount of interest paid on borrowing £2.729m (£91k General Fund, £2.638m HRA).

2. The Report

Interest Rates and Market Conditions

- 2.1 Following the Monetary Policy Committee of 4 August 2016, the Bank of England cut interest rates from 0.50% to 0.25%. Where it remained until Q3 2017/18, when it increased to 0.50%. Q4 saw a gradual improvement in returns as the increase was reflected in market rates.
- 2.2 The Council’s treasury advisors Link summarised the key points associated with economic activity in 2017/18 as follows:
 - Brexit negotiations have been a focus of much attention and concern during the year but so far, there has been little significant hold up in progress;
 - UK growth in 2017 was weak in the first half of the year, although it did pick up modestly in the second half of 2017;
 - There was a sharp increase in inflation caused by the devaluation

- of sterling after the EU referendum
- As expected the MPC raised Bank Rate from 0.25% to 0.50% on 2 November;
- Market expectations for increases in Bank Rate shifted during the second half of 2017/18 and resulted in investment rates up to 12 months increasing sharply;
- The FTSE 100 hit a new peak in early 2018 before there was a sharp selloff;

2.3 Deposit rates continued into the start of 2017/18 at previously depressed levels but then slowly increased after the 2nd November, following the increase in bank base rate.

Table 1: Average Interest Rates 1 April 2017 31 March 2018

<i>Item</i>	<i>Range during Year</i>	<i>Start of Year</i>	<i>End of Year</i>	<i>Average during Year</i>
	%	%	%	%
Base Rate	0.25 - 0.50	0.25	0.50	
7 day LIBID	0.10 – 1.37	0.11	0.36	0.22
1 month	0.13 – 0.39	0.13	0.39	0.23
3 month	0.14 – 0.59	0.21	0.59	0.29
6 month	0.27 – 0.70	0.37	0.7	0.61
1 year	0.46 – 0.88	0.59	0.88	0.61

2.4 The Council's Treasury Advisors, Link provided a forecast for interest rates for both investments and PWLB borrowing as part of the Treasury Management Strategy. Table 2 shows the actual bank rate and PWLB rates at the end of the year compared to the forecasts during the year.

Table 2: Forecast for Interest Rates Included in Treasury Strategy

	Forecast	Forecast	Forecast	Forecast	Actual
	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	31 March 2018
Bank Rate	0.25	0.25	0.25	0.25	0.50
5 Yr PWLB	1.60	1.60	1.60	1.70	1.85
25 Yr PWLB	2.90	2.90	2.90	3.00	2.69
50 yr PWLB	2.70	2.70	2.70	2.80	2.41

Annual Investment Strategy

- 2.7 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
- 2.8 The Council aim was to achieve an optimum return on investments commensurate with these priorities. In the current economic climate officers are striving to achieve a balance of investments that will provide the best possible return whilst minimising the on-going risks within the banking sector.
- 2.9 The Council 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.
- 2.10 The level of funds available for investment during 2017/18 was higher than anticipated with an average of £51.3m available (against a forecast of £35-50m) for investment during the year. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of business rates and precept payments, receipt of grants, savings achieved and progress on the capital programme which has increased cash available to invest in the short term. The Council holds approximately £28m of core cash balances made up of earmarked reserves and capital receipts set aside to repay debt for investment purposes (i.e. funds available for more than one year).
- 2.11 The investment of the cash balances of the Council are fully managed as part of the investment pool operated by North Yorkshire County Council (NYCC).
- 2.12 The Council achieved an annual rate of return of 0.53% in investments (0.49% NYCC Sweeping, 4.45% SDHT Loans), and higher than anticipated cash balances resulted in a surplus in investment income, the overall return of £271k was £146k above budget. The surplus on the investment income budget contributed towards the year end surplus on the overall revenue budget. The £271k investment income was allocated £209k to the General Fund and £62k to the HRA.

Borrowing

- 2.13 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.

- 2.14 The TMSS indicated that there was a requirement to take long term borrowing during 2017/18 to support the budgeted capital programme. However, the 2017/18 forecast borrowing requirement is entirely dependent on the level of funding required for the Housing Development programme which was delayed. Any borrowing requirement will be confirmed as the development plans progress.
- 2.15 The Council approved an Authorised Borrowing Limit of £81m (£80m debt and £1m Leases) and an Operational Borrowing Limit of £76.0m (£75m debt and £1m Leases) for 2017/18. The highest total gross amount of debt in the year to 31 December has not been more than £60.0m on any occasion.
- 2.16 The strategy, in relation to capital financing, is to continue the voluntary set aside of Minimum Revenue Provision (MRP) payments from the HRA in relation to self-financing debt in order to create capacity to internally borrow to support the Housing Delivery Programme. £1.3m was set aside during 17/18.
- 2.17 As a result, the Council was in an over-borrowed position of £5.8m as at 31 March 2018. This means that capital borrowing is currently in excess of the Council's underlying need to borrow. The slight reduction in the over-borrowed position compared with 16/17 outturn (£6.2m over-borrowed) is as a result of £1m GF debt repayment in 17/18 and HRA Housing Investment.
- 2.18 The 2018/19 Treasury Management Strategy forecasts an under-borrowed position by the end of 18/19, rising to £14.5m by the end of 20/21 as loans are made to support the Housing Trust, and HRA Housing Investment Programme. Plans to undertake any additional long term borrowing in the short/medium term will be kept under review as the Extended Housing Delivery Programme progresses and while borrowing rates remain low.

3. Alternative Options Considered

3.1 Not Applicable

4.0 Implications

4.1 Legal Implications

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

4.2 Financial Implications

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

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 and therefore low returns are expected to continue for some while. This has been mitigated in 2017/18 by better than expected cash flows, largely as a result of the timing of collection fund cash-flows and is therefore not expected to repeat year after year.
- 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 year, 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 during 17/18 have not highlighted any concerns.

6. Background Documents

Finance Treasury Management Files

Contact Details

John Raine
Head of Technical Finance
North Yorkshire County Council

Appendices:

Appendix A – Prudential Indicators as at 31 March 2018

Prudential Indicators - As at 31 March 2018

Note	Prudential Indicator	2017/18 Indicator	Quarter 4 Actual
1	Capital Financing Requirement £'000	59,019	53,790
	Gross Borrowing £'000	59,561	59,561
	Investments £'000	38,100	54,934
2	Net Borrowing £'000	21,461	4,627
3	Authorised Limit for External Debt £'000	81,000	81,000
4	Operational Boundry for External Debt £'000	76,000	76,000
5	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	30%
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%

Notes to the Prudential Indicators

APPENDIX B

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.

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Report Reference Number: S/18/6

To: Scrutiny Committee
Date: 27 June 2018
Status: Non-Key
Ward(s) Affected: All
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 4 – 2017/18 (January to March) / Year End 2017/18

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

This report was considered by the Executive at its meeting on 7 June 2018.

Recommendation:

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

Reasons for recommendation

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

1. Introduction and background

1.1 Please see section 1 of the report considered by the Executive on 7 June 2018 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 7 June 2018 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 4.1 of the report considered by the Executive on 7 June 2018 attached at Appendix A to this report.

4.2 Financial Implications

Please see section 4.2 of the report considered by the Executive on 7 June 2018 attached at Appendix A to this report.

4.3 Policy and Risk Implications

Please see section 4.3 of the report considered by the Executive on 7 June 2018 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 4.5 of the report considered by the Executive on 7 June 2018 attached at Appendix A to this report.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Please see section 4.7 of the report considered by the Executive on 7 June 2018 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 – 7 June 2018

Appendix B – Appendix A of the Executive Report – 7 June 2018

Appendix C – Appendix B of the Executive Report – 7 June 2018

Contact Officer:

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

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Report Reference Number: E/18/06

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

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

Summary:

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

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

Recommendations:

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

Reasons for recommendation

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

1. Introduction and background

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

2. Reporting Period

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

2.2 Summary of progress

Quarter 4

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

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

Year End

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

Trend analysis

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

Target analysis

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

2.3 What went well in quarter 4

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

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

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

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

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

3. Alternative Options Considered

N/A

4. Implications

N/A

4.1 Legal Implications

None

4.2 Financial Implications

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

4.3 Policy and Risk Implications

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

4.4 Corporate Plan Implications

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

4.5 Resource Implications

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

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

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

5. Conclusion

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

6. Background Documents

None

7. Appendices

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

Contact Officer:

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

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Delivering corporate priorities

Corporate Performance Report

Quarter 4 2017/18

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

Secure new investment in the district

(Lead Director: D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

Improve employment opportunities

(D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

Improve access to training and skills for work

(D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
-----------------------	---	------------------

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

What's gone well this quarter:

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

 **On track**

What are we concerned about:

- n/a


Key focus of our work	What's gone well; what are we concerned about	Overall Progress
-----------------------	---	------------------

Delivering Priority 2 - A Great Place...to Enjoy Life

Improving the supply of housing
(Lead Director: D Caulfield)

What's gone well this quarter:

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

 **Some concerns**

What are we concerned about:

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

Improving healthy life choices
(D Caulfield)

What's gone well this quarter:

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

 **On track**

What are we concerned about:

- N/A

Delivering Priority 3 - A great place...to Make a Difference

Empowering and involving people in decisions about their area and services

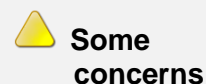
(Lead Director: D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

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

(D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

Facilitating people to access and use alternative service delivery methods

(D Caulfield)

What's gone well this quarter:

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

What are we concerned about:

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



Some concerns

Delivering Priority 4 - Delivering **Great Value**

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

(Lead Director: J Slatter)

What's gone well this quarter:

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

What are we concerned about:

- N/A

 **On track**

Commissioning those best placed to deliver services on our behalf

(J Slatter)

What's gone well this quarter:

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

What are we concerned about:

- N/A

 **On track**

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

(J Slatter)

What's gone well this quarter:

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

What are we concerned about:

- N/A

 **On track**

Helping people access services digitally

(J Slatter)

What's gone well this quarter:

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

What are we concerned about:

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

**Some concerns**

Delivering corporate priorities: Exceptions Q4 2017/18

Summary

64% KPIs improved

71% KPIs on target

77% Projects on track

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

Summary

64% KPIs improved

71% KPIs on target

77% Projects on track

Indicator/action	Exception	Actions/Comments
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Performance concerns – KPIs

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

Delivering corporate priorities: KPIs

Q4 2017/18

Key:









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



































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

Delivering corporate priorities: KPIs








Q4 2017/18















Key:

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

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

Key:





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




	Managed By	Due Date	Progress Icon
A great place... to do business			
Enabling economic development – includes the redevelopment of Kellingley Colliery and inward investment for Sherburn 2 site	I Brown	Dec 2022	
Revitalise the visitor economy – Implement the Visitor Economy Strategy and Action Plan	A Crossland	March 2018	
Developing our places – Create S/M/L term vision and action plan for each of the 3 towns	A Crossland	July 2018	
A great place... to enjoy life			
Increasing recycling – Complete Recycling options appraisal	K Cadman	June 2018	
Enable housing development – Review, adapt and implement the Council's Housing Development Programme.	C Kwasniewski	March 2020	
Manage Housing Infrastructure Fund investment to bring forward the development of the Olympia Park site in Selby	D Caulfield	March 2020	
Updating our development framework – Adopt Plan Selby	D Caulfield	March 2020	
Planning Service Improvement - Implement the Planning Review recommendations	D Caulfield	July 2020	
A great place... to make a difference			
Safeguarding – Review safeguarding procedures and practices	A Crossland	June 2018	
Delivering great value			
Digital transformation - Implement housing management system and facilitate automated, on-line service delivery in a minimum three services.	S Robinson	March 2019	
Capital investment – Complete advance procurement for P4G3 capital programme	K Cadman	TBC	
Increase income - Deliver Police co-location project	J Rothwell	November 2018	
Capital investment – Deliver HRA capital programme	J Rothwell	Rolling programme	
Capital investment – Deliver GF capital programme including car park improvement programme	J Rothwell	March 2021	









































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

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

Delivering corporate priorities: KPIs Year end 2017/18

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

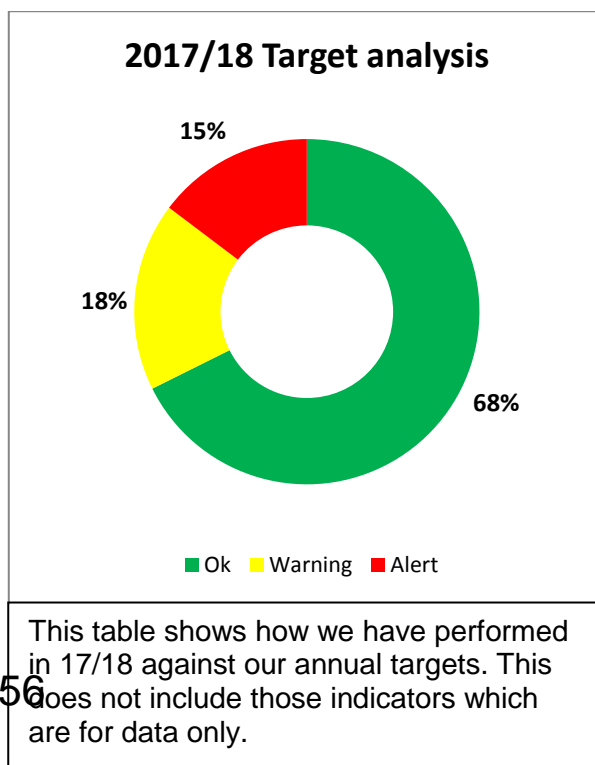
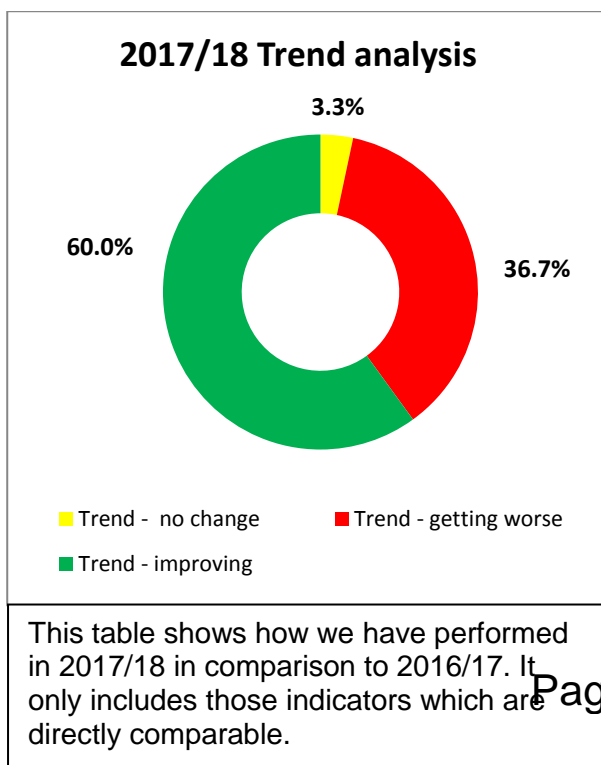
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KPI	Direction of Travel	2016/2017	2017/2018	Trend	Traffic Light	What does this mean?
Number of SMEs supported	Aim to Maximise	n/a	100	n/a		Following the introduction of a Business Advisor we have been able to help 100 SMEs since June
Number of additional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

Delivering corporate priorities: KPIs Year end 2017/18

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

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





Report Reference Number: S/18/7

To: Scrutiny Committee
Date: 27 June 2018
Author: Sarah Thompson, Housing and Environmental Health Service Manager
Lead Officer: June Rothwell, Head of Operations

Title: Housing Tenant Services Update

Summary:

Our corporate plan has four key ambitions and our Housing service specifically supports the aims to make Selby District a great place to enjoy life, a great place to make a difference and through delivering great value.

Our Housing Tenants Services Team is responsible for tenancy and estate management. They work with key partners to tackle ASB and work closely with our Enforcement Team to tackle tenancy breaches.

The team administer all applications for housing and are responsible for our council house allocations. They administer mutual exchanges, successions and assignments and support tenants to sustain tenancies.

Our Housing Options Team offer advice and guidance to anyone facing homelessness. As demand for affordable housing remains high the team are continuing to develop links to private rented sector landlords to help widen the housing options available to our customers.

Recommendations:

To note the content of the report and consider how the Committee might contribute to the consultation on the Plan.

Reasons for recommendation

The report is intended to inform the scrutiny committee on the current position of elements of housing service delivery.

1. Introduction and background

- 1.1** This report provides an update on some key elements on housing delivery and provides some specific information on applications for housing, council

house allocations, Housing Options, Right to Buy and the Housing Revenue Account Business Plan review.

2. The Report

2.1 Selby District Council properties

Selby District Council is the main provider of social housing in the Selby District. At the end of 17/18 the total number of properties owned by the Council was 3044. As a comparison there were 3140, 96 less, at the end of 2012/13.

Table i. Properties owned by Selby District Council by type

	1-bed	2-bed	3-bed	4-bed	5-bed	Total
Bedsits/Flats and Houses	222	627	1,000	36	2	1,887
Bungalows	521	636	0	0	0	1,157
Total	743	1,263	1,000	36	2	3,044

Housing stock numbers have continued to reduce as a result of Right to Buy and the pace of sales has increased following a relaxation of the eligibility criteria. Right to Buy allows most council tenants to buy their council home at a discount and to be eligible a tenant must be a secure tenant and have held a tenancy with a public sector landlord for 3 years.

In 17/18 21 properties were sold through the Right to Buy over the last 5 years a total of 96 properties have been sold. Of the properties sold through the right to buy, 75% were 3 bed houses.

In addition during this period 15 properties were demolished to support regeneration plans and 15 new properties have been built by the Council with plans approved to develop more.

The new houses developed by the Council at Byram and Eggborough were the first new council homes in the district for 25 years. Further developments are already planned and work has started on the development of a further 13 homes at Byram Park Road, Byram. This is part of a larger, ambitious housing development programme that our Housing and Regeneration Team are leading on.

The Council also currently manages 5 affordable properties owned by Selby and District Housing Trust.

2.2 Voids and allocations

Demand for our council housing remains high. When properties are re-let they are advertised through North Yorkshire Home Choice which provides choice based lettings allocations.

The North Yorkshire Choice Based Lettings Partnership operates in Craven, Richmond, Ryedale, Hambleton, Scarborough, Selby and York. Harrogate Borough Council has never joined the partnership and run a separate scheme.

Customers apply on-line and then their application is assessed and verified by officers and the applicant is awarded a band to identify their priority for housing: Emergency, Gold, Silver or Bronze. The Bronze category is considered the category for those without a 'Housing need'. All applicants must have a local connection to North Yorkshire and unless there is a specific Local Letting Initiative in place the Policy enables them to move freely across the partnership area. This means that applicants from Selby can choose to apply to live in any of the other partner areas and likewise applicants from across the partnership area can bid on properties in the Selby District.

Local letting Initiatives may be introduced by partners to respond to local housing need and demand within a specific build or area. They are used to ensure best management of housing stock and support rural areas with regards to demand. Where there is a specific planning agreement advertised properties will refer to a S106 planning agreement which provides criteria that must be met to enable a bid to be successful.

We have introduced local lettings initiatives for a number of new developments across the Selby District.

Each week available properties are advertised and active applicants are able to bid on suitable properties they are interested in. The bidder with the highest priority for social housing gets first refusal of a property that has been advertised providing all the relevant criteria are met.

Choice Based lettings are considered to give greater customer choice and be more transparent than a traditional direct lettings system.

Currently there are 632 active applications registered with Selby District Council. The applicants fall into the following priority bands.

Table ii. Number of applicants by priority band

	Emergency	Gold	Silver	Bronze	Total
Number of Applicants	0	49	294	288	631

In quarter 4 of 17/18 we started 45 tenancies of which 10 applicants were in gold band, 29 in silver and 6 in bronze.

Demand is highest for 1 bed general needs properties.

Table iii. Number of applicants divided by maximum bedroom need

	1-bed	2-bed	3-bed	4 and 5-bed	Total
General needs (applicant is under 60)	221	210	70	15	516
Sheltered (applicant is over 60)	97	15	3	0	115
Total	318	225	73	15	631

In 2017/18 we re-let 210 properties. The average time taken to re-let our council properties in 2017/18 was 34 days.

Table iv. Number of properties re-let in 17/18 broken down by property type

	1-bed	2-bed	3-bed	4 and 5-bed	Total
General Needs	21	57	34	3	115
Sheltered	49	46	0	0	95
Total	70	103	34	3	210

2.3 Housing Revenue Account Business Plan

Housing Revenue Account (HRA) self-financing commenced in April 2012 and now local housing authorities are able to fully retain the money they receive in rent in order to plan and provide services to their current and future tenants. Our current housing revenue account business plan sets out the income and expenditure projections for our housing stock. A review of the plan will take place in 2018.

The new plan will link to the Corporate Plan and will set out our vision for the housing service. We will be consulting with key stakeholders during the development of the plan and there will be an opportunity for members and for tenants to contribute their views before the final report is presented to the Executive for approval.

The review will consider the current operating context and what is on the horizon that might impact our future service delivery and will specifically cover how we continue to deliver value for money services. A key element will be

how we invest in our current homes to ensure we are continuing to provide decent homes that meet the needs and aspirations of our tenants.

2.4 Housing Options

Our Housing Options Team who are based at our customer contact centre work with anyone who is homeless or threatened with homelessness to try and enable them to stay in their homes or help them find alternative accommodation. We aim to be proactive and offer assistance early to prevent or relieve homelessness. Through taking this approach there has been a reduction in the number of applications for assistance and a reduction in the number of households found to be homeless.

In 2017/18 323 households approached us for assistance. Of these, 281 were prevented from becoming homeless either through direct interventions or with advice and assistance. Just 42 made homeless applications and 17 of which were found to be eligible, unintentional, priority need households who we had a duty to accommodate. The reason for approaches is varied but the highest reasons are usually because the household has received a notice to end their current tenancy or a relationship has broken down.

The new Homelessness Reduction Act 2017 came into force on 3rd April 2018 and this new legislation changes the way in which local authorities will both prevent and relieve homelessness in our areas and has brought in new specific legislative duties. Whilst the new duties enforce much of the work that Selby District Council already undertakes, it places significantly increased responsibilities in relation to time spent on an individual homelessness investigation.

A key focus now will be trying to maintain a customer's current accommodation rather than immediately looking for something alternative.

We also are supporting customers to access private rented sector housing. This is a key area for us to focus on and will link closely to our work to bring privately owned empty properties back into use.

3.0 Implications

3.1 Legal Implications

As this report is providing information only there are no specific legal implications.

3.2 Financial Implications

As this report is providing information only there are no specific financial implications.

4.0 Conclusion

The report provides information that shows demand for our council housing remains high. The choice based lettings system allows applicants to bid for houses in our area and across the partnership area. Our Neighbourhood Officers and our Housing Options advisors advise customers how to bid and what their expectations can be.

The review of the HRA Business Plan will commence in July, with the revised plan being presented to The Executive in December. Development of the Plan will include consultation with our tenants.

Members' views on the future of Council Housing will also be sought; Scrutiny Committee is invited to consider how the Committee might contribute to the consultation on the Plan.

Contact Officer:

Sarah Thompson
Housing and Environmental Health Service Manager
sthompson@selby.gov.uk
Ext. 42245



Report Reference Number: S/18/8

To: Scrutiny Committee
Date: 27 June 2018
Status: Key Decision
Ward(s) Affected: All
Author: Iain Brown, Economy & Infrastructure Manager, and Alex Dochery, Economic Development Officer
Lead Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Programme for Growth – Update on Existing Programme and Proposed New Programme

Summary:

The accompanying report gives Scrutiny Committee an overview of progress on the Council's existing Programme for Growth, including recommendations to the Executive for a proposed new programme of projects (subsequently approved) and outlines proposals for strengthening overall programme management and governance in response to key recommendations from the Council's LGA Peer Review.

Recommendations:

- i. To note progress on the existing Programme for Growth as set out in paragraphs 2.1 to 2.7 and Appendix A of the accompanying Executive report;
- ii. To note the approved new Programme for Growth Projects and associated budgets as set out in Appendix C of the accompanying Executive report;
- iii. To note the strengthened programme management and reporting arrangements as set out in paragraphs 2.17 to 2.22 of the accompanying report;
- iv. To provide guidance to Officers as to whether there are any elements of Programme for Growth that Scrutiny Committee would like to focus on as part of future updates to Committee.

Reasons for recommendations:

Scrutiny Committee is asked to note progress on the existing Programme for Growth and approvals for new Programme for Growth Projects as they are critical for the delivery of the Council's corporate priorities and objectives as set out in the Council's Corporate Plan and Economic Development Framework and Action Plan. Quarterly progress reports on Programme for Growth are provided to Scrutiny Committee to ensure greater transparency of decision making.

1. Introduction and background

1.1 Programme for Growth (P4G) was first established in 2011 as a means of focussing and managing investment in the Council's key priorities. Now in its third iteration (from 2017/18), Programme for Growth 3 (P4G3) is the critical delivery mechanism for the Council's ambitious Corporate Plan (2015-2020) and growth-focused Economic Development Framework which aim to make Selby District 'a great place'. The accompanying Executive report provides an update on progress and includes recommendations to the Executive for a further round of P4G projects. These were subsequently approved by the Executive (resolved 3 May, 2018).

2. The Report

2.1 The accompanying report to the Executive features four components. These are as follows:

- Progress with existing Programme for Growth projects;
- An update on the committed funding for core staffing capacity to deliver growth;
- Proposed new Programme for Growth projects;
- An update on improvements to governance and programme management.

2.2 Good progress is being made on P4G3. Although the current programme is showing an underspend of £1.735m on the £2.4m programme allocated to projects (see Appendix A of the accompanying report), financial spend alone doesn't give an accurate indication of progress as significant work has gone into project scoping, inception and commissioning. Paragraphs 2.1 to 2.7 of the accompanying report outlines the progress made with existing Programme for Growth projects.

2.3 In accordance with the approved budget, £3m has been committed to funding internal capacity across the Council to deliver the growth ambitions set out in the Corporate Plan. Appendix B of the accompanying report provides a summary of this spend, indicating that only £635k out of an allocated budget in 2017/18 of £1.2m has been spent by the end of March 2018. Paragraph 2.9 of the accompanying report outlines the reasons for this underspend.

2.4 Appendix C of the accompanying report sets out the new programme for Programme for Growth projects, with Appendix E providing more detail on these new projects. The P4G programme has an indicative budget envelope of circa £5.5m to allocate to new projects. £3.56m of this budget has been

allocated to new projects, with an additional £1.711m already allocated to recently approved projects (see Appendix D of the accompanying report for the full Programme for Growth programme). This leaves a remaining 252k of P4G funding available for future allocation.

- 2.5** Paragraphs 2.17 to 2.22 of the accompanying report outlines the improvements made to strengthen Programme for Growth's governance and programme management. The need to better define and articulate the programme and its governance arrangements was one of the key recommendations from the recent LGA Peer Review. Paragraph 2.21 provides a summary of the improved governance arrangements that were already agreed following a report to the Executive in September 2017, with paragraph 2.22 outlining further improvements to be implemented to strengthen programme management, governance and reporting arrangements.

3. Alternative Options Considered

N/A

4. Implications

4.1 Legal Implications

As the Council's major investment programme, the P4G should be underpinned by sound governance and transparency. Ensuring arrangements are consistent with the Constitution are paramount, and all delegated authorities should be consistent with the Council's Scheme of Delegation.

4.2 Financial Implications

The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to 'make Selby District a great place'. The current Programme was approved as part of the 2017/18 budget and in-year progress reports have been presented to both Executive and the Overview and Scrutiny Committee (both separately and as part of the quarterly finance updates).

Following the LGA Corporate Peer Challenge in November 2017, the current programme has been reviewed and the new Programme for Growth has been refocussed and approved by the Executive (resolved 3 May, 2018). Prioritisation of resources will be crucial to ensure delivery of the intended outcomes within the budget available and proposals will be brought before the Executive for approval in due course.

Paragraphs 3.4 to 3.9 of the accompanying Executive report provides a detailed breakdown of the funding arrangements for Programme for Growth and includes outlines proposals for the remainder of the Programme, including a discussion on the return on investment for the Council.

4.3 Policy and Risk Implications

N/A

4.4 Corporate Plan Implications

Programme for Growth is the Council's critical delivery mechanism for the Council's ambitious Corporate Plan (2015-2020) which aims to make Selby District 'a great place'.

4.5 Resource Implications

N/A

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

N/A

5. Conclusion

- 5.1** There is growing momentum around the Council's ambitious growth agenda, but a need for a sharpened focus around delivery. The P4G is a key programme for delivering the Council's Corporate Plan and Economic Development Framework and Action Plan. The accompanying report to Executive provides an update on progress in delivering the Council's Programme for Growth. It also seeks approval from the Council's Executive for a proposed new programme of projects (subsequently approved) and outlines proposals for strengthening overall programme management and governance in response to key recommendations from the Council's LGA Peer Review.

6. Background Documents

N/A

7. Appendices

Appendix A – Executive Report - 3 May 2018

Contact Officer:

Iain Brown
Economy and Infrastructure Manager
ibrown@selby.gov.uk

Alex Dochery
Economic Development Officer
adochery@selby.gov.uk

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Selby District Council

REPORT

Reference: E/17/59

Item 5 - Public



To: Executive
Date: 3rd May 2018
Status: Key Decision
Report Published: 25 April 2018
Author: Iain Brown – Economy & Infrastructure Manager
 Chris Kwasniewski - Housing and Regeneration Manager
Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Programme for Growth – Update on Existing Programme and Proposed New Programme

Summary:

This report gives an overview of progress on the existing Programme for Growth, seeks approval for a proposed new programme of projects and outlines proposals for strengthening overall programme management and governance in response to the key recommendations from the recent LGA Peer Review.

Recommendations:

- i. **Note the progress on the existing Programme for Growth as set out in paragraphs 2.1 to 2.7 and Appendix A of the report and approve the carry forward of the identified projects and associated budgets.**
- ii. **Approve the new Programme for Growth Projects and associated budgets as set out in Appendix C of the report**
- iii. **Executive to note the strengthened programme management and reporting arrangements set out in paragraphs 2.17-2.22 of the report.**

Reasons for recommendation:

The Executive is asked to note progress on the existing Programme for Growth and approve the new Programme for Growth Projects as a key way of delivering the Council's corporate priorities and objectives as set out in the Corporate Plan and Economic Development Framework and Action Plan. To ensure delivery we are strengthening governance and programme management arrangements.

1. Introduction and background

1.1 Programme for Growth (P4G) was first established in 2011 as a means of focussing and managing investment in the Council's key priorities. Now in its third iteration (from 2017/18), Programme for Growth 3 (P4G3) is the critical delivery mechanism for the Council's ambitious Corporate Plan (2015-2020) and growth-focussed Economic Development Framework which aim to make Selby District 'a great place'. This report provides an update on progress and seeks approval for a further round of P4G projects.

2. The Report

Progress of the Existing Programme - Projects

2.1 P4G3 was endorsed by full Council as part of the budget approved in February 2017 and comprised of a targeted suite of 5 'programme themes', drawn from the Council's Corporate Plan and Economic Development Framework:

- Town Regeneration;
- Tourism & Culture;
- Housing;
- Infrastructure; and
- Business.

2.2 Progress on the current P4G was reported to Executive on 1st February 2018 with a further update given to the Scrutiny Committee on the 22nd March.

2.3 A full update on progress with the existing Programme for Growth as of the end of March 2018 is given in Appendix A.

2.4 The programme is showing an underspend of £1.735m on the £2.4m programme allocated to projects as set out in Appendix A.

2.5 Financial spend alone does not give an accurate indication of progress across the programme. This is because draw down of spend only happens when it is needed and after significant work on project scoping, inception and commissioning. Some projects have been able to progress without the need for P4G funding, some we need to keep 'in reserve' for potential spend and there is also some slippage in project delivery.

2.5 Excellent progress has been made on a number of Programme for Growth funded-projects. This includes:

- **Sherburn all-weather pitch** - which is now completed and opened
- Selby District **Visitor Economy Strategy & Action Plan**, which has now been approved by Executive (March 2018)

- **Marketing Selby USP's** - including a range of new place branding and marketing materials which were launched at November's Economic Growth Conference in November 2017 and have proved successful in raising the profile of the district, securing partner buy-in and developing wider media interest
- **The Business Space & Accommodation Review** – specialist commercial property software has been purchased which is allowing us to understand where there may be gaps in the market;
- Supporting key events: providing funding contributions to key District events, including **Tour de Yorkshire** and **Sherburn Craft Festival**;
- **Healthy Living Concept Fund** - helped fund the initiation of Selby District's first **Parkrun** at Burn Airfield; also supported work towards an innovative **Health Action Plan**, being jointly developed between Selby District Council and NYCC Public Health in consultation with a wider range of partners;

2.6 A number of Programme for Growth funded-projects have progressed but have been paused due to external factors. They include Tadcaster Linear Park, which has been paused to align with Environment Agency works to the River Wharfe in Tadcaster.

2.7 Although little-to-no Programme for Growth funding has been spent substantial progress has also been made on a number of other Programme for Growth related projects. This includes:

- **Church Fenton - Yorkshire Studios** - officers have been working closely with the landowner, key strategic partners and potential anchor businesses to create a vision for 'Create Yorkshire' and support the submission of a detailed planning application which will secure a major new inward investment and which is due imminently.
- **Growing Enterprise** – a SME Business Advisor (funded through P4G) is now developing a full programme of SME business support. Regular SME events are held including a successful multi-partner event in November that engaged with over 60 local SMEs; a detailed SME Growth Plan is in development which will identify where the project should focus its resources;
- **Olympia Park** – the Strategic Sites Masterplanning project has funded 'due diligence' work on Olympia Park and development advice which has led to a new landowner led scheme now being put forward. We submitted a detailed Housing Infrastructure Fund (HIF) bid in September 2017 to unlock the site and in February 2018 it was announced by Homes England that we had secured £8.9m to unlock the site and fund key infrastructure.

Funding of Core Capacity to Deliver Growth

- 2.8 In accordance with the approved budget, £3m has been committed to funding the new Economic Development and Regeneration Service and other internal capacity across the Council to deliver the growth ambitions set out in the Corporate Plan, including the Economic Development Framework and Action Plan and the Programme for Growth.
- 2.9 A summary of this spend is given in Appendix B. The key highlights are that of the £1.2m budget allocated in 17/18 only £635k will have been spent by the end of March 2018. This reflects a number of things:
- the Organisational Review, implemented to align the Council's resources to its Corporate Plan priorities, was not completed until summer 2017. This involved creating new service areas (such as Economic Development & Regeneration) and strengthening other key services and teams (e.g. Planning; Communities, Partnerships and Customers). Time was needed to create, interview then appoint to new posts and new teams were only appointed from summer onwards with some teams only really getting fully established by the autumn of 2017. There was therefore not a full year spend on staffing.
 - some posts have proven difficult to fill because of the demand and competition for certain skills and professionals across the wider region (e.g. planning, regeneration; legal) which has meant a number of vacant posts across the establishment. We are seeking to appoint into vacant posts as soon as possible.
- 2.10 The LGA Peer Review identified a 'sea-change' in the Council's approach to growth and said firm foundations had been put in place to deliver on its economic and growth ambitions, with good progress and positive partnerships built. It is positive to note what has been achieved across a number of these service areas whilst not being fully staffed yet. As we move towards filling all P4G funded posts this will really help to ensure delivery of our ambitions. Ensuring that we have capacity to deliver was one of the key messages that came out of the recent LGA Peer Review.
- 2.11 The biggest P4G funding is going into the new Economic Development & Regeneration Service (£458k per year) and the Partnerships team with Communities, Partnerships and Customers Service (£158k per year) - these teams have a central role in delivering many of the key priorities. This includes the day to day work needed to support businesses, attract inward investment, develop strategic partnerships, attract new funding into the district and also project management capacity to deliver specific P4G projects and programmes.
- 2.12 P4G funding is also being used to strengthen key parts of the Planning Service. This is critical to delivering the growth agenda both in terms of developing the Local Plan to guide future growth and in ensuring planning applications for new employment, housing and other developments are dealt with effectively. There is a particular focus on how we ensure strategic sites

are delivered, but also that we do not compromise our 'Great Place' agenda, by ensuring high quality development.

- 2.13 P4G also supports a range of other posts across legal, HR, marketing and communications, and housing, to ensure we have the right capacity in place to provide a responsive approach to development, growth and also to ensure we are 'waving the flag' for Selby District as a great place to invest, do business and live.

Proposed New Programme for Growth Projects

- 2.14 Progress on the existing Programme for Growth projects was reviewed in Appendix A. This also set out those projects have now completed, projects which still had unspent budgets and where carry-over of funding into 2018/19 has been requested.
- 2.15 The P4G programme has an indicative budget envelope of circa £5.5m to allocate to new projects (see Table at paragraph 3.6 below). There may be potential to allocate further funding to P4G projects in future years depending on whether we continue to retain 100% renewables Business Rates (which was circa £7m for 17/18).
- 2.16 Appendix C to this report sets out the proposed new programme and Appendix E gives more detail on each of the seven new projects. They show:
- how each project links back to the Corporate Plan priorities and areas of focus for the next 2 years set out in the Corporate Plan – 2018 update
 - the scope of the project and key outcomes to be delivered
 - budget required
 - estimated profiled spend

Governance and Programme Management

- 2.17 One of the key recommendations from the recent LGA Peer Review (as reported to Executive on the 1st February) was:

Better define and articulate the Programme for Growth and its governance processes so that there is clarity on what the priorities are and how their delivery will be managed.

- 2.18 The report explained this further:

“The peer team placed particular focus on the Programme for Growth and thought that the governance for this programme is unclear and there is uncertainty about the process of implementation or its success. It is important to be clear on what the decision making processes are, what the delivery mechanisms are, what is monitored and how and who will performance manage it. The Programme for Growth will give the Council credibility through what it actually delivers and the outcomes it achieves as a result of that delivery. Therefore, all the projects that sit underneath

the programme need to be performance managed so that what is being delivered and achieved can be demonstrated. Strengthening these aspects will help the Council gain credibility for the programme and explore more confidently how it can be expanded in the future as things move forward.”

2.19 The report to Executive on the 1st February 2018 presented our response to this: The Corporate Peer Plan – Improvement Plan. Recommendation CPC3.1 recommended that we:

define and prioritise projects to be funded by P4G as part of the Corporate Delivery Plan and monitor through Corporate Performance arrangements. It sets a target date for completion of April 2018.

2.20 This P4G report, and the other report on this agenda relating to the Economic Development Framework and Action Plan, are aligned. This P4G report does the following things:

- sets out a clear future programme of P4G projects – with clear links to what Corporate Plan priorities and objectives they will deliver against
- outlines the measures we are putting in place to improve governance and performance management

2.21 Some improved governance arrangements were already agreed following a report to Executive in September 2017.

- A P4G Prospectus – to give clear guidance to officers and members on the priorities of the programme, how they link back to the Corporate Plan and how decisions will be taken.
- Quarterly reports on progress to both the Executive and Scrutiny Committee
- Decision making - all projects above £10k needs to go to the Executive for approval; all projects below £10k to be delegated to the relevant director in consultation with the Portfolio Lead

2.22 Further improvements that are going to be implemented are:

- The Council’s senior Leadership Team are to take on the role of the P4G Delivery Board, overseeing the programme, monitoring progress, ensuring resources are put in place, and unblocking any issues which may hinder progress. This will meet monthly.
- Identify a lead officer who will be the P4G Programme Manager, responsible for regular update reports to the P4G Delivery Board and for ensuring individual scheme project managers work in accordance with our corporate project management approach. They will also help with advice to individual project managers on developing their PIDs and Business Cases (see below) and then in assessing them before presentation to Executive or Director in consultation with the Portfolio Lead for approval

- All projects will be managed through the corporate Project Management system, Covalent, with project managers expected to complete monthly review reports and report to the P4G Delivery Board.
- All projects will be required to accord with revised project management guidance, with projects being subject to business case review using the Councils standard Project Initiation Document (PID) and Business Case templates.
- An annual P4G Delivery Report will be prepared and presented to Executive and Scrutiny Committee for review

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 As the Council's major investment programme, the P4G should be underpinned by sound governance and transparency. Ensuring arrangements are consistent with the Constitution are paramount, and all delegated authorities should be consistent with the Council's Scheme of Delegation.

Financial Issues

- 3.2 The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to 'make Selby a great place'. The current Programme was approved as part of the 2017/18 budget and in-year progress reports have been presented to both Executive and the Overview and Scrutiny Committee (both separately and as part of the quarterly finance updates).
- 3.3 Following the LGA Corporate Peer Challenge in November 2017, the current Programme has been reviewed and the new Programme for Growth now presented to Executive for approval has been refocussed. Prioritisation of resources will be crucial to ensure deliver of the intended outcomes within the budget available and proposals will be brought before the Executive for approval in due course.
- 3.4 For the purposes of planning, the MTFs indicated an initial sum of £10m would be made available over the 3 years from 2017/18 to 2019/20. With carry-over from previous years this gives a total programme pot of £10.9m (as set out in the table at para 3.6 below). £3m of that is funding the essential internal capacity required to deliver the growth ambitions set out in the Corporate Plan, including the Economic Development Framework and Action Plan and the Programme for Growth. This is covered in more detail in paragraphs 2.8 to 2.13 above.
- 3.5 The programme is funded by New Homes Bonus (currently up to £880k p.a.), and business rates receipts from renewable energy facilities. When the

budget was being set in February 2018 more detailed work was required on the review of the existing programme and the proposed new programme. Indicative funding was therefore allocated at programme level pending formulation of more detailed project options, which are now set out in this report.

- 3.6 Taking account of projects already in train, outline proposals for the remainder of the Programme are set out below:

Special Projects/Programme for Growth	£000's
Total Approved Programme Spend	10,934
2017/18 Spend on projects	666
Balance Brought Forward 1 April 2018	1,735
Internal Capacity	3,000
Remaining project delivery fund P4G3	5,533
Recently approved New Projects	1,711
New Projects to be approved	3,560
Remaining project delivery fund	262

- 3.7 Allocation of funding to specific projects beyond those already approved, will be subject to formal decision making as set out in the governance framework approved by the Executive in September 2017.
- 3.8 Investment in projects will be subject to individual business cases which will identify the relative risks and rewards for each project and ensure projects are affordable within the context of the MTFs and budget, are sustainable and deliver the required financial returns and wider outcomes. Appendix E outlines the scope of each new business case.
- 3.9 The overall project is required to deliver a direct Return on Investment (ROI) for the Council with a return of £250k reflected in the savings plan from 19/20.

The current programme above indicates that approximately £3.5 of the projects will generate a direct ROI, so a direct ROI of circa 7% is required on these projects to achieve the £250k target.

Some projects will not generate a direct return, an indirect impact will be to increase business rates and council tax which will contribute to other savings targets in the MTFs and budget i.e. £200k for business rates growth and £28k for council tax base growth and it is worth noting that some projects will not deliver immediate financial benefits but will deliver the important enablers for further investments and returns in the future (subject to future business cases).

4. Conclusion

- 4.1 There is a growing momentum around the Council's ambitious growth agenda but the need for a sharpened focus around delivery. The P4G is a key programme for delivering the Corporate Plan and the Economic Development Framework and Action Plan. This report provides an update on progress in delivering the Council's Programme for Growth. It also seeks approval for a proposed new programme of projects and outlines proposals for strengthening overall programme management and governance in response to the key recommendations from the recent LGA Peer Review.

5. Background Documents

Corporate Plan 2015-2020 – 2018 Update
Economic Development Framework and Action Plan
Programme for Growth

Contact Officers:

Iain Brown
Economy & Infrastructure Manager
Selby District Council
ibrown@selby.gov.uk

Chris Kwasniewski
Housing and Regeneration Manager
Selby District Council
ckwasniewski@selby.gov.uk

Appendices:

Appendix A The Existing Programme for Growth – progress and spend to March 2018

Appendix B Programme for Growth - funding internal capacity

Appendix C Proposed new Programme for Growth projects

Appendix D Summary Table of existing, recently approved and proposed new P4G projects

Appendix E Business Cases for New Programme for Growth Projects

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Programme for Growth 2017/18 Financial Year Project Updates - To 31 March 2018

Project	Lead Officer	Budget £	Position @ 31 March 2018		Year-end Update	Carry- over into 18/19?
			Year End Spend £	Year End Variance £		
Towns Masterplanning	Angela Crossland	150,000	0	-150,000	Project paused as part of the review of existing P4G3 projects. A proposal will be brought back to re-focus the project onto specific known regeneration priorities and projects in the town centres rather than broader strategy development. Request to carry-over funding to allow us to develop Business Cases to fund specific Regeneration plans and projects in the towns: * Selby Heritage Action Zone bid proposed for October 2018 linked to Selby Abbey HLF bid and Selby 950 Celebrations * Tadcaster Heritage-led Regeneration masterplan - potential HLF bid and Heritage England collaboration to address known issues to help Tadcaster reach its potential. * Sherburn Infrastructure-focussed review - to better understand gaps to delivery	Yes
Visitor Economy	Angela Crossland	287,130	204,938	-82,193	Tour de Yorkshire Tadcaster project successfully delivered. Make it York successfully completed their commission to produce the Visitor Economy Strategy and Action Plan. This was agreed by Executive in March 2018 including a £460k delivery pot for the first phase of work to support Visitor Economy Strategy and Action Plan delivery. The remaining £66k in this Visitor Economy project should be carried forward to allow some early win projects in the Action Plan to be delivered.	Yes
Stepping Up' Housing Delivery	Chris Kwasniewski	50,000	138	-49,862	Brief developed. Project superseded by significant work on the Council's new Housing Development Programme approved by Executive in January 2018. Carry forward to allow further work to be undertaken on how the Council could step-up its strategic enabling role in housing delivery including exploring options for investment in market housing to rent and for sale.	Yes
Olympia Park	Chris Kwasniewski	200,000	5,000	-195,000	The Council was successful in securing circa £9m funding from Homes England through their 'Housing Infrastructure Fund'. This means significant work is now required to complete 'due diligence' to unlock the HIF funding and prepare for the case to prove deliverability for the Site Allocation Local Plan (summer 2018) and planning application (December 2018). HIF and the landowners will fund the majority of work going forward but we need funding to provide ongoing legal, property and delivery strategy advice and technical studies to support the strategic allocation in the Local Plan.	Yes

Project	Lead Officer	Budget £	Year End Spend £	Year End Variance £	Year-end Update	Carry-over into 18/19?
Strategic Sites Masterplanning	Chris Kwasniewski	391,755	145,142	-246,613	Funded due diligence work on Olympia Park, Portholme Road, Edgerton Lodge, Selby Station Masterplan and Kellingley Colliery. Likely future projects will include strategic infrastructure response to Sherburn Employment sites, Gascoigne Wood Strategic Rail Freight Interchange, and enabling work to help deliver our strategic housing and employment sites.	Yes
Access to Employment	Iain Brown	100,000	0	-100,000	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. A Business Forum has been established by the Council's new Senior Inward Investment Officer to fully understand the scope of the issue - this project will then fund a response (along with, it is envisaged, private sector contributions). No spend forecast for 17/18.	Yes
Green Energy	Iain Brown	50,000	0	-50,000	Further diligence work on project to be undertaken to produce robust cost/benefit analysis. This was to enable Burn Airfield to be connected to the national grid network so that renewable energy generation could be promoted once the tariffs allow us to achieve grid parity. Burn is a strategic acquisition for Selby District for the next Local Plan period (post 2027) and there is a proposed new P4G project to consider future development options for any new development. Ensuring sustainable energy supply will be a key consideration so it is proposed to carry this funding over to allow further work to be carried out. No spend forecast in 17/18.	Yes
Growing Enterprise	Iain Brown	85,000	5,239	-79,761	Match funding contributions paid to EU Leeds City Region business support programmes - AD:Venture & Digital Enterprise. This project will fund small business support activity. An SME Support Programme is being developed, in close consultation with the portfolio holder, by the Council's Senior Business Advisor which will set out the scope of the project in detail. The project is also seeking to develop income streams from support provision, which may mean that delivery from this project can extend into the next financial year. EDF conference and Launch fees covered from this budget.	Yes

Project	Lead Officer	Budget £	Year End Spend £	Year End Variance £	Year-end Update	Carry-over into 18/19?
Church Fenton Studios	Dave Caulfield / Iain Brown	300,000	0	-300,000	Liaison is ongoing with the site owners, key regional stakeholders and potential investors as to the site's future. Until these discussions have concluded, the scope of any potential project cannot be clarified. Positive progress has been made, with a planning application for the 'Create Yorkshire' site submitted, and currently there is no indication that public money will be required to bring the scheme forward (pending further discussions). Expecting to make partnership contribution to Business Plan work and specialist industry advice for the scheme in Q4.	Yes
Business Space & Accommodation Review	Iain Brown	30,000	12,848	-17,152	CoStar software has been purchased that provides live commercial data around the District's available/soon-to-be-available commercial stock. Advanced nature of software means that analysis can be undertaken as a project by a member of the Council's graduate programme, reducing overall project costs significantly. May also need to commission specialist advice to advise on any gaps in provision for key sectors.	
Healthy Living Concepts Fund	Angela Crossland	50,213	3,037	-47,176	Park Run initiated and now sustained. Drafts for Active Travel projects due. A multi-agency Health Action Plan is almost completed and this will identify specific projects that may need funding. Potential commission for an active travel project of £25k factored in to expected outturn.	Yes
Marketing Selby's USP	Mike James	57,914	39,806	-18,108	First priority has been to create the series of 'case studies' that tell the story of the district. These are based on the issues businesses themselves have said are reasons for their success in the district, as well as data gathered as part of the development of the new Economic Development Framework. We have 20 case studies in the initial batch, in which we focus on an existing business in the district and link this back to a specific business or quality of life issue on our list of 'key messages'. Feedback from business is that this will work best if the material sits within an independent place brand, rather than this just being linked back to the brand of the Council: this is about branding the place, rather than branding a single organisation. Creating a brand concept has, therefore, become part of the overall project. We're working on the concept of branding the area as being 'at the heart of Yorkshire', as this helps to tell the story of our connectivity (a key business attribute) as well as helping to create an emotional connection: if we're to influence perceptions then we need to develop this type of emotional connection. 500 copies of the Heart of Yorkshire book produced and proceeds from the sale to be reimbursed to the project.	Yes

Project	Lead Officer	Budget £	Year End Spend £	Year End Variance £	Year-end Update	Carry- over into 18/19?
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	19,997	-160,003	This project has now been paused until early 2018 subject to Environment Agency work and current winter season.	
Retail Experience - STEP	Angela Crossland	123,700	15,360	-108,340	Grants given to support Selby Arts Festival and Selby Food Festival. Small Business Saturday and Shop Local initiatives delivered Christmas 2017. Heart of Yorkshire Book retailing well. Commission in place to develop public realm work. Due for completion Summer 2018. Developing business case for town centre coordination role. Budget reprofiled with the partnership to span a 2 year initiative.	Yes
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	-115,475	In May it was agreed to adopt the York and North Yorkshire Empty Homes Strategy 2017-2020 and we are currently working to create a local Action Plan for Selby District. A working group has been set up to help develop the action plan and membership of the group includes representation from the Executive. This group has worked to agree a number of key principles in relation to how we target empty homes; the support we will offer owners of empty properties, and what enforcement action we will consider. Whilst this work is on-going and whilst we continue to finalise the action plan our Empty Homes Officer is visiting all empty properties to undertake an assessment of the type of property and the condition of the property. This will enable us to target support and enforcement action accordingly. The Empty Homes Officer is a new role that was created during the recent restructure to drive forward the work on empty homes. Once we have finalised the action plan proposals, they will be presented to the Executive for approval.	Yes
Selby District Housing Trust	Julie Slatter / Chris Kwasniewski	30,000	14,200	-15,800	This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure. A revised resource request from the P4G was included within the Council's newly adopted Housing Development Programme. Underspent but discussions required with SDHT to support SDHT's role in the more ambitious HDP approved by Executive in January 2018.	Yes
Sherburn All-Weather Pitch	Angela Crossland	200,000	200,000	0	Project completed.	n/a
		2,401,187	665,705	-1,735,483		

Appendix B

Internal Capacity funded through Programme for Growth

Section	Budget	Actual
	Total Cost	
	2017/18	Total
Development Management Total	126,280	36,569
Planning Policy Total	162,050	76,804
Economic Development & Regeneration Total	453,670	209,329
Partnerships Total	157,760	98,241
Private Sector Housing Total	31,460	31,602
Housing Support & Enforcement Services Total	41,290	39,355
Communications & Marketing Total	28,450	13,429
Human Resources Total	60,860	31,475
Legal Services Total	63,300	38,662
Extended Leadership Team Total	70,090	59,706
Grand Total	1,195,210	635,172

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SUMMARY TABLE OF NEW PROGRAMME FOR GROWTH PROJECTS

PROJECT NAME	CORPORATE PLAN PRIORITY	CORPORATE PLAN REFRESH 2018-2020 FOCUS	SCOPE OF PROJECT	OUTCOMES TO BE DELIVERED (including ROI)	BUDGET REQUIRED	PROFILED SPEND	
						18/19	19/20
						£'000	£'000
Celebrating Selby 950 - Programme of Events & Activities	Great Place..... ...to do business ...to enjoy life ...to make a difference ...deliver great value	Help towns reach their potential. Increase investment in the District. Improve healthy life choices. Enable people to get involved, volunteer & contribute to delivering services locally. Work with others & co-develop the way in which services are delivered. Communicate well with customers to help us understand what matters, to listen and learn.	Visitor Economy Action Plan project: 1. Deliver a programme of art, music, heritage and other events to support the Selby Abbey Trust in their bid for £3m of Heritage Lottery funding to put the Abbey at the heart of the town. 2. Bid for a Tour de Yorkshire start/finish in May 2019.	Increase levels of investment in the district. Improve vitality and viability of towns. Improve visitor, leisure and night time offer. Increase footfall.	200	200	
Marketing Selby District's USPs - Phase 2	Great Place..... ...to do business ...to enjoy life	Securing Investment in the District. Improving Employment Opportunities.	Builds on the success of the initial Selby USP's project that developed a range of 'place branding' material including that used at the Selby Economic Growth conference. It will fund regional & national campaigns to market Selby District and its key strategic development opportunities and investment potential - working closely with the LEAs. It will fund further Place Making awareness, case study campaigns, and develop a 'Selby District Means....' web portal.	Raised profile of Selby District as a great place to invest. New developers and investors attracted to the district. Increased business space. More homes developed. Growth in investment in the district. Increased Business Rates. Increased Council Tax.	60	40	20
Commercial Property Acquisition Fund & Enhanced Asset Management	Great Place..... ...to do business ...to enjoy life	Securing Investment in the District. Improving Employment Opportunities.	Capital Investment Fund, potentially in partnership with NYCC, for acquisition of commercial developments to secure ROI. Purchase of Strategic sites within local communities for place-making impact.	Return on Investment from land/property sales and/or rental income. Increased Business Rates. Increased Business space.	2,500	1,250	1,250
Olympia Park	Great Place..... ...to do business ...to enjoy life ...make a difference ...deliver great value	Help Selby Town to reach its potential. Improve the supply, quality & mix of housing in the District. Increase investment in the District. Improve access to training skills & work. Empower & involve people in decisions about their area & services. Improve employment opportunities. Improve healthy life choices.	We have secured £8.9m of government investment through the Housing Infrastructure Fund. This will contribute to some of the costs of developing the new masterplan and planning application but not all. Homes England and the key landowners will be putting the majority of investment in. Our investment is: 1. Funding towards background studies and masterplanning to inform the Site Allocations Local Plan. 2. Property & Legal advice on the best delivery strategy. 3. A dedicated SDC Project Manager (0.5 FTE) as the project moves towards delivery - as the accountable body for £8.9m of public funding.	The site will deliver up to 1,500 homes; up to 24 ha of new employment and commercial floorspace; a new primary school; a new neighbourhood centre and 10 ha of public open space. Improved cycle and pedestrian links will also be provided to the Town Centre and Barlby village as part of the project.	240	85	155
Making our Assets work for Us	Great Place..... ...to do business ...to enjoy life ...deliver great value	Securing Investment in the District. Improve the supply, quality & mix of housing in the District.	Site investigation work, due diligence & site valuations for Council owned sites. Feasibility/due diligence costs for purchasing and developing three additional sites. Feasibility studies in to future development potential of Burn airfield.	Return on Investment from land/property. Increase levels of investment in the district. More homes. Wider choice of homes.	230	150	80
High Street Shops - Shop Front Improvements Scheme & Small Business Advice	Great Place..... ...to do business	Help towns reach their potential. Increase investment in the District. Improve healthy life choices. Enable people to get involved, volunteer & contribute to delivering services locally. Work with others & co-develop the way in which services are delivered.	Visitor Economy Action Plan project. Work with Historic England & the Heritage Lottery Fund to develop a grant scheme to improve shopfronts & establish a shop front design guide. Provide a supporting suite of small business advice	Increase levels of investment in the district Improve vitality and viability of towns Increase footfall	100	50	50
New Lane, Selby - enhancement of the Public Realm	Great Place..... ...to do business ...to enjoy life ...deliver great value	Help towns to reach their potential. Increase investment in the District.	Improved public realm and streetscape improvements to support recent commercial investment which has extended the Market Cross shopping centre. It will complement recent business investment (e.g. The Escapologist) and support opportunities for outdoor cafe culture. Relies and match funding from other sources.	The New Lane project will enhance the public realm in this central part of the town centre, complementing recent investments from businesses and improvements that the Council will be undertaking to the New Lane car park.	230	90	140
			GRAND TOTALS		3,560	1,865	1,695

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Appendix D – the Full Programme for Growth Programme

Existing Programme for Growth Projects - commitments carried over into 18/19:

Project	Budget £000's	Comment
Town Masterplanning	150	
Visitor Economy	82	
Stepping Up Housing Delivery	50	
Olympia Park	195	
Strategic Sites Masterplanning	247	
Access to Employment	100	
Green Energy	50	
Growing Enterprise	80	
Church Fenton Studios	300	
Business Space & Accommodation Review	17	
Healthy Living Concepts Fund	47	
Marketing Selby's USP's	18	
Retail Experience – Tadcaster Linear park	160	
Retail Experience – STEP	108	
Empty Homes	115	
Selby District Housing Trust	16	
TOTAL	1,735	

Recently approved new P4G Projects:

Project	Budget £000's	Comment
Commercial Property Acquisition Fund	1,000	Approved at Full Council – Jan 2018
Housing Development Programme*	251	Approved at Executive – Jan 2018
Visitor Economy Strategy & Action Plan	460	Approved at Executive – Mar 2018
TOTAL	1,711	


*Feasibility fund (£125k) and Grade 3c Project Officer post (£126k)

Proposed new P4G projects:

Project	Budget £000's	Comment
Celebrating Selby 950	200	
Marketing Selby District's USP's – phase 2	60	
Commercial Property Acquisition Fund	2,500	
Olympia Park	240	
Making our own Assets work	230	
High Street Shops - Shopfront Improvements	100	
New Lane Selby – Public realm	230	
TOTAL	3,560	

Summary Table:

P4G Investment Fund – set out in MTFS (from April 2017 and confirmed in February 2018 Budget report)	£10,934m
Spend to date	- 666
Projects:	
Existing P4G projects – funding carried over into 2018/19	- 1,735
Recently approved new P4G projects	- 1,711
Proposed new P4G projects	- 3,560
Sub-total – Existing and new projects	- 7,672
P4G funded staffing - £1m per year	- 3,000
Remaining P4G funding available for future allocation	- 262

Project Brief		
<p><i>The Project Brief is the first thing to do. It should be completed before any activity of any sort takes place. This is because the Brief is the document that subject to authorisation triggers the development of the Business Case.</i></p>		
Project Name	Celebrating Selby 950	
Project Reference (if applicable)		
Senior Responsible Owner (SRO)	Dave Caulfield	
Project Manager	Heather Kennedy, External Funding Coordinator	
Document Author (if different from PM)	Heather Kennedy (EFC)/ Pauline Adams, Project Officer	
Date Approved		
Approved By		

Background

The Visitor Economy Strategy and Action Plan was agreed by Executive on 1st March 2018. This is one of the priority growth sectors for the Economic Development Framework. One of the initial priorities for the plan is to celebrate Selby town's 950th Anniversary and the founding of Selby Abbey.

The Selby 950 celebration project (Selby 950), takes advantage of the opportunity offered in 2019 of the 950th anniversary of Selby Abbey's Foundation. 2019 is also a significant year for other key community groups or assets in Selby eg Trans Pennine Trail (35yrs), Selby Civic Society (50 years) ; Selby Town Football Club (100 yrs) and Selby Canal (240yrs) presenting a town wide opportunity offered in these significant dates.

Selby 950 coincides with Selby Abbey Trust's, national funding application to the Heritage Lottery Fund (HLF) for repair and restoration of the Abbey roof and masonry. Selby 950 compliments potential international level events happening in the county, and potentially the District in 2019 eg UCI World Cycling Championships; Tour de Yorkshire alongside events already scheduled by key partners eg Selby Abbey, Selby Town Council. All stakeholders are looking to work together to ensure a coordinated set of events to celebrate the town's heritage.

Selby 950 is an opportunity to begin reflection on Selby District as a vibrant place, showcasing Selby's wider heritage and history, emphasising and celebrating Civic Pride through a programme of new and existing community, arts, cultural and heritage events. This will contribute to the delivery of the Council's Economic Development Framework and Visitor Strategy as well as linking to the potential development of a Heritage Action Zone. In this, we are looking to smaller discrete projects with a view to unlocking significant investment from external funding sources.

Scope

In Scope:

- Events and activities across the calendar year for 2019 which celebrate the district's heritage;

- Developing funding applications to support activities as well as consider any contributions to longer lasting legacy projects;
- A project team of local stakeholders to scope and agree the delivery plan;
- Co-ordinate the planning of a series of events showcasing Selby as a place to unlock additional future investment into the District;
- Although Selby 950 is not about directly contributing to raising funds for the roof appeal, it will create an opportunity to pilot aspects of the activity plan for the HLF application.

Outside Scope:

- Events and activities outside of the stakeholder group's agreed remit.
- Wider elements of the Visitor Economy Strategy and Action Plan. These will be considered as part of the funding already agreed for projects or subject to further business case.

Project Objectives

- To co-ordinate and progress a 6 month period of culture led events across 2019;
- Develop sustainable branding /products as legacy of Selby950 for future investment in the Selby District brand;
- Provide a platform for future heritage, arts and community investment into the District;
- Investigate the potential of regular bi-annual art / culture events from 2021 and post Abbey repair;
- To showcase Selby's history to local and wider audiences;
- To showcase Selby as a venue to visit to local and wider audiences;
- To instil Civic Pride within Selby District through community engagement throughout the programme of events.

Benefits

Investment in events and activities should be seen as a pump-prime investment in developing the district as a great place to live, enjoy and create new business.

This project will be pivotal in this as well as unlocking other investment into the town.

The project does not offer a direct and sustained return on investment to the council but it can contribute significantly to a return on investment to the local area through:

- Encouraging increased footfall from both local and external visitors;
- Increased local spend through dwell time in town centre and potential overnight stays;
- Relocation to the area as an attractive, vibrant and connected place to live;
- Increased new business growth in creative and cultural sector;
- Increased business rates through reduction in vacant units;
- Increased external funding investment from regional and national funding bodies.

The Tour de Yorkshire impact and legacy report 2017 identified the wider positive impacts of how cultural activities offer ideas for aspiration and encourage further activity from local groups to continue delivering events. Report can be found at <http://www.selby.gov.uk/tour-de-yorkshire-impact-and-legacy>. Such positive impacts included:

- Events were managed safely and effectively – with good reputation for managing events
- Feedback from communities was very positive about vibrant events
- Events offer aspiration and provide a platform for developing local initiatives and activities
- How a place invests in its community engagement and pride is one of the main attractions for current funders.
- The marketing value of an internationally significant event such as the TdY/UCI coinciding with the Abbey's anniversary is a significant profile opportunity. PR reach for the area can reach global territories with millions of various media outlets.

On a national level, Visit Britain figures currently suggest a District-wide visitor spend of between £20-60 million per annum from 1.5m visitors. It is anticipated that for each £1 of local investment over the first 3 years of the

visitor economy action plan, this should return in the range of £4-12 visitor spend to the area. Evaluation measures will be commissioned through the visitor economy action plan which will support an increase in data accuracy per year of delivering the plan. Evaluation of Selby950 events will be included in this data collection.

The project also offers an opportunity to work with heritage and arts funding partners as well as raise interest from local businesses to invest in the scheme. Understanding how much external funding the project can bring will be calculated at the end of the project. It is worth noting however that the district has not benefited in parity to the rest of the local region, only receiving 0.5% of regional arts and heritage funding in recent years. The project could significantly increase the amount of external funding to the area as part of the 2019 events and for legacy planning.

Project Approach / Delivery Options

- Establish a stakeholder delivery group of a range of council, community group and private sector partners.
- SDC to offer the secretariat/coordinating point for this but will not deliver all elements;
- We will structure the project around the delivery of three key aims to showcase Selby's history, to showcase Selby as a venue and to promote Civic Pride;
- Using the branding of Selby 950 to lever additional future investment into Selby.

Project Timescales (Milestones)

- The Selby 950 project takes place in 4 phases:
Stage 1 Planning - February to September 2018
Stage 2 Communication of events programme – September 2018 through to 2019
Stage 3 Delivery of events programme – approx. April to December 2019
Stage 4 Evaluation, project closedown and legacy plan – approx. November to March 2019

Project Resources (people and money)

Internal

- CPC - Project Officer and External Funding Co-ordinator
- Communication team
- Contracts team (Street Clean)
- Legal (potential partnership)
- Finance (grant applications)

External

- Safety Advisory Group (SAG)
- NYCC Highways – event management / lamppost banners
- Key Stakeholders (not exhaustive) – Selby Civic Society, Selby Town Council, Selby Abbey Trust, Drax Group, Selby College
- Potential need for specialist events management commission to coordinate support and delivery on particular events

Funding

Internal:

- Programme For Growth funds as follows:
 - £150k to support a bid for Tour De Yorkshire start (to review use if unsuccessful bid)
 - £50k to support potential need for Events Management resource, match fund or direct commission of events

External:

Potential match funding from external funding sources eg:

- Arts Council England (ACE)

- Heritage Lottery Funds (HLF)
- Private sector business/industry
- Town Council/Abbey Trust

Risks / Issues

Delivery Risks

- Non Fulfilment of events programme
- The project is dependent on successful relationships
- Keeping all communication up to date with plans to ensure a co-ordinated plan
- Delivering on time. Project is time constrained.
- Mitigation through agreed time plan. Identify early quick wins and agreed event in progress. Agree timescales with match funders for funding round applications.

Financial Risks

- Limited funding opportunities
- Low community uptake/involvement leading to possible financial and reputational losses
- Not all events will provide a return

Political Risks

- Opposition to major events at safety advisory group (SAG) or from key Community Partners
- The expectation on scope and scale of the project is not met
- Keeping all communication up to date with plans to ensure a co-ordinated plan
- Mitigation relates to regular and positive engagement with local businesses and community groups to establish events in the town.

Legal Risks

- Events not supported by safety advisory groups
- Mitigation through ensuring robust plans and early sight by the SAG from all delivery groups involved.

Links and Dependencies

- SDC Corporate plan to make Selby a place to Enjoy Life and to Make a Difference by supporting the delivery of the Economic Development Framework and Visitor Economy Action Plan
- SDC Corporate plan to Make a Difference by empowering people to contribute and get involved through Civic Pride
- Selby Town Centre sites and Heritage Action Zones connections plan map (developed by Economic Development Team), which is reflective of Heritage opportunities available to us with the Abbey at the heart of the community and focus.


Dependencies of this project include:

- Successful external funding bids eg from Heritage Lottery Fund ; Arts Council
- Positive engagement from internal partners eg SDC Cllrs / other depts.
- Positive engagement from external partners eg Selby Abbey Trustees ; Selby Town Council, local business

Success Criteria

The Project

- is delivered on time and within the boundaries of funding
- unlocks legacy package of multiple products / projects to lever in additional investment into Selby District
- establishes high quality Arts / Culture based events / festivals within Selby District
- establishes a regular calendar of cultural events in Selby District
- is used as a platform to establish a cultural arts network / forum in Selby
- is a key delivery project for the Visitor Economy Action Plan
- is a priority sector of Economic Development Framework
- aligned with Corporate Plan Refresh 2018

Project Brief	
<p><i>The Project Brief is the first thing to do. It should be completed before any activity of any sort takes place. This is because the Brief is the document that subject to authorisation triggers the development of the Business Case.</i></p>	
	
Project Name	Place branding – stage 2
Project Reference (if applicable)	TBC
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	Mike James
Document Author (if different from PM)	Mike James
Date Approved	TBC
Approved By	TBC

Background

Through previous PfG investment, the Council funded the development of a range of ‘place branding’ materials to support economic growth. The aim has been to develop a positive narrative about the district as a place for business. The initial project developed a library of material – using existing businesses to tell the story of the area - and then sought to maximise the reach of this library through making best use of partners’ resources, innovative use of ‘free’ online channels and by targeted advertising. This work has been recognised nationally as good practice by the LGA. We can now build on this to further increase the profile and influence of the district.

In summary, this project is designed to use previously successful approaches to place branding to maximise the profile of our major development sites. We’ll do this by creating relevant marketing collateral and working in close partnership with developers, the LEPs and other key stakeholders to support them to use our material in their own targeted influencing and lobbying.

Scope

This project covers the development and use of material linked to the district’s key investment opportunities.

Project Objectives

To use communications and marketing material to help draw-in new investment: for our community this supports jobs, opportunities and good quality new homes; for the Council, this helps to increase the business rates and council tax base and supports other funding streams such as new homes bonus. We’ll do this by delivering a series of communication and marketing campaigns to target our work to the most appropriate audiences for each investment opportunity. Our money will be used to create material that others can use to tell our story – so we maximise the value and reach of our investment. For example, one of the campaigns will focus on how we maximise exposure of the district’s offer at the 2019 international business property investment event, MIPIM, by providing good quality material to be included in the LCR LEP’s marketing material for that event.

This work will include a development prospectus for the district and the campaigns will cover targeted lobbying of key influencers and advocates: again to maximise the reach of our investment. This could be through lobbying for strategic transport investment, for example.

Benefits

Place branding is an extremely difficult activity to measure – with consensus from the LGA that there are no effective individual measures for its impact. This is, however, about using the Council's investment in communications as part of the wider package of ways in which we facilitate new investment.

This project has the potential to support greater integration between the Council and the Y, NY and ER LEP, which will benefit a range of economic development activities beyond communications.

The reaction of businesses to our initial place branding work has been overwhelmingly positive, supporting an effective working relationship between the Council and our business customers. We also know from previous research that residents in the district rate highly the Council's work to support business growth.

Project Approach / Delivery Options

We anticipate we'll be able to use our investment to bring in support from other interested parties, including developers and the LEPs, as we've done with the first stage of the place branding work.

Each campaign will seek to do the following.

1. Create material that can be used by us and others to talk about key development sites and their investment opportunities.
2. Maximise the reach of this material through effective partnership working with key stakeholders such as developers and the LEPs.
3. Deliver a planned approach to targeted influencing and lobbying to ensure that our message is heard in the right places, with the right people, at the right time.

We anticipate the initial campaigns will focus around Gascoigne Interchange, Church Fenton, Olympia Park and our profile at the 2019 MIPIM event.

Project Timescales (Milestones)

We're seeking funding to cover the period from June 2018 for 18 months (to December 2019).

Project Resources (people and money)

A fund of £40k would give us the ability to create a range of high quality material suitable for national and international audiences and to effectively support influencing and lobbying work.

Funding

As we've proved with the initial place branding work, there's a lot of scope to be able to use our investment to draw in resources from elsewhere. We'll be using a similar approach to stage two.

Risks / Issues

Delivery risk

- Public and private partners do not make best use of the material we produce to maximise the reach of the message. In mitigation, an important part of each campaign plan will be to further develop the relationships and links we've created during the first stage of place branding to ensure effective support

Financial risk


- That partners do not support with their own funding or resources in-kind, the outcome of which will be a less effective use of material overall. In mitigation, as above – an important part of the campaign is developing a joint approach with mutual benefit for all partners involved.

Political risk

- The Council is unable to attract the business investment required for the major development sites, bearing in mind this investment in resources. In mitigation, this whole project is based around maximising the opportunity to put our story in front of key investors – not doing so would only reduce our chance of achieving this outcome.

Links and Dependencies

This project directly supports the Council's corporate plan priorities of making the district a great place to do business and a great place to enjoy life. This has the potential to support greater integration between the Council and the York, North Yorkshire and East Riding LEP. It also supports the emerging work around the visitor economy strategy, in terms of creating a consistent and positive story of the district.

Business Case	
<p><i>The business case expands the project brief into a structured evidence based logical argument, why decision makers should approve the case for the project to proceed to the next stage.</i></p>	
	
Version:	Author:
	Iain Brown
	07/04/18
Project Name	Commercial Property Acquisition Fund & Enhanced Asset Management
Project Reference (if applicable)	
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	Iain Brown
Document Author (if different from PM)	
Date Approved	
Approved By	

Introduction and Background

Selby District has clear objectives for Enterprise and Business growth as laid out in the Corporate Plan and the Economic Development Framework (EDF). The central objective within the EDF is the need to develop the necessary physical infrastructure to unlock economic growth which will then attract new business investment to create more employment opportunities within the private sector, while at the same time engaging with existing businesses to support growth and resilience. The drive to grow and expand business across the district also supports the objective to develop a long term programme of market town regeneration to boost the visitor, leisure and night time economy.

The key objectives behind the Commercial Property Acquisition Fund and Enhanced Asset Management Programme are twofold:

- to create an investment platform from which tangible direct returns on investment (ROI) can be generated through the acquisition of appropriate commercial properties – secured through rental income.

- to give the Council the ability to directly influence, participate and acquire commercial property that will have a direct bearing on the delivery of its Corporate Plan, Economic Development and Place Making goals;

In the process of pursuing this approach there is the potential to work in partnership within the public sector (e.g. NYCC has its own commercial property investment strategy) and the private sector and site owners/developers.

Scope

The scope of this programme is to acquire commercial property in line with Economic Development Growth and Place Making objectives with the goal of fulfilling a market need and generating revenues and a direct ROI. The scope does not include purchase of residential property.

To reflect this new approach and ensure that any proposals for commercial acquisitions are determined against a clear set of objectives and match our corporate priorities we intend to commission a quick but full review of the Council's Asset Management approach - to develop a revised Asset Management Policy that encompasses acquisitions, a new Asset Management Strategy and a revised Asset Management Plan.

Objectives or reasons for the project

The overall objective of this programme is to acquire and invest in commercial property, including to meet unfulfilled market needs, while at the same time creating the best achievable direct return on the Council's investment.

The new Asset Management Policy and Strategy will set out a clear set of objectives for considering commercial acquisitions as set out above that will include links back to our Corporate Plan and EDF as well as achieving an appropriate ROI.

For example the offering for sale of redundant NatWest Bank premises with strategic locations in Tadcaster and Selby provides the opportunity to influence place making while at the same time delivering tangible long term financial returns. Equally the opportunity to invest in purpose build industrial units to fulfil a specific market need that is not being satisfied by the free market can be considered when both a specific demand exists (e.g. small scale industrial units between 5,000 and 10,000sq.ft) and the opportunity to invest arises such as availability at a Strategic Development site e.g. Sherburn2. By unlocking a shortage of certain types of business unit, growth opportunities are realised, creating greater business rate revenues, rent revenues and tangible asset ownership.

Benefits and outcomes

The Council's savings plan is assuming that savings/income of £250k per annum by 2020 can be achieved from direct return on investment (ROI) secured through the Programme for Growth. This new project proposes a commercial property investment fund of £2.5m. Added to the £1m previously agreed at Council in December 2017 for commercial property acquisition, this will give us an Commercial Property investment pot of £3.5m. If we achieve a direct ROI of 7% then this will generate the £250k savings required by 2020.

Another key benefit of this programme is that it allows to Council to intervene when either the free market is not responding to market needs or an opportunity arises that will allow the

Council to directly influence place and community needs in accordance with it's the Corporate Plan and Asset Management Policy and Strategy.

Directionally, it is intended that that this fund be used to acquire commercial property to generate additional long term direct revenue through rental income. This may be achieved solely by the Council or in partnership, such as NYCC, with the aim to maximise financial return while at the same time addressing critical market needs.

Typically in the private sector investment in purpose built commercial property generates a minimum of 5% or more per anum - with variances between industrial units and office space that commands a premium.

Less tangible benefits for such an approach can result in creating targeted business growth opportunities currently not supported by the private sector thereby retaining growth business within the district and contributing towards growth in business rate revenues.

Options appraisal

This programme is primarily based upon market driven opportunities that arise across the district and each has to be assessed individually in order to determine whether they meet the core needs as and when they occur. The options under consideration will include both existing properties that become available for purchase and redevelopment and the opportunity to invest in property off plan or newly constructed.

Whichever options become available full consideration will be given to how the purchases can best be financed, should SDC be the sole purchaser or is there an opportunity to work in partnership either with NYCC or a particular developer? It will be determined which approach is the most beneficial option to SDC in terms of scale of the transaction; the financial returns; the need for specialist services; the minimisation of risk and development needs.

Recommendation

It is recommended that in order to fulfil the objectives of this programme all suitable properties that become available for purchase or development be reviewed against a set of agreed commercial and place making criteria and informed by the proposed new Asset Management Policy and Strategy. Once the required commercial and financial analysis is complete and subject to them meeting all considerations, authorisation to proceed will be sought from the Executive.

Outline Project Plan

Due to the nature of this programme no specific time scales can be given other than, subject to the availability of suitable investment opportunities the transactions will commence within the financial period 18/19 to 19/20.

Individual property acquisitions will be the subject of their own Business Cases and Project Plans that will be determined at the time and will take into consideration the impact of external market influences.

Resources and Finance

Members agreed a £1m fund for acquiring Commercial Property at Council in December 2017. We are actively pursuing a number of opportunities using this fund.

This new project would provide an additional £2.5m of funding for acquiring further commercial property, giving a total fund of £3.5m.

This level of funding is required if we are to achieve the direct ROI of £250k by 2020 from the Programme for Growth assumed in the Councils savings plan.

Risks / Issues

There is a risk there may be no properties that meet the criteria and budget set aside for this programme. This could be due to the lack of availability of suitable investment targets or how competitive we can be in open market transactions.

While a full financial analysis will be completed for each project under consideration, the property market is volatile and there are risks that forecast returns and asset values will change and be subject to external factors outside our control. These issues will be fully considered in developing the Business Case for individual purchases and only recommended for approval if the risk profile is satisfactory.

In acquiring appropriate properties we have the responsibility to ensure that they are fully utilised as set out during the research supporting the purchase. There is reputational risk to the Council in the event that such properties are not utilised either in full or as originally intended.

Links and Dependencies


This programme is directly linked to the Council's Corporate Plan and more specifically to the Economic Development Framework – Making Selby District a great place...for enterprise and business growth; to live and work; and to achieve your potential. The ability to influence and impact both business and community gives the Council an effective means to tangibly make a difference and deliver against core objectives.

Additionally it provides the opportunity deliver financial growth for the District through asset acquisition, rent and rates revenues.

Key Stakeholders

It is intended that we will be actively working to develop strategic partnerships, firstly with North Yorkshire County Council as a potential co-investor e.g. on the acquisition of industrial units to meet specific market needs.

In addition there is also the opportunity to engage with the developers of the District's Strategic sites with the potential to partner in projects that deliver specific market needs and provide a suitable direct ROI.

Project Brief	
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Project Name	Olympia Park, Selby
Project Reference (if applicable)	TBC
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	Chris Kwasniewski
Document Author (if different from PM)	
Date Approved	TBC
Approved By	TBC

Background

Policy SP7 of the Council's Adopted Core Strategy Local Plan identifies Olympia Park to deliver 1000 new homes and 23 hectares of new employment land in the period up to 2027, with a further 10.6 hectares reserved for longer term employment use (total 33 ha).

The western part of the site was granted a hybrid planning permission in December 2015 (outline planning permission for the development of 863 homes and detailed planning permission for highway infrastructure including a highway bridge over the Selby-Hull railway line and a link road from the Selby by-pass into the Potter Group site). However no start on site has been achieved due to the high infrastructure costs primarily associated with the bridge.

The Council has therefore been working with all of the landowners on the Olympia Park site to develop an alternative strategy to develop a comprehensive mixed use scheme, wholly accessed from the Selby By-Pass. This approach formed the basis of a funding application that the Council submitted to the Homes and Communities Agency's (now Homes England) Housing Infrastructure Fund in September 2017.

The Council was advised on the 1st February 2018 that this £8.878 million funding bid had been approved, subject to final due diligence. The funding, which will construct the main link road from the Selby by-pass and contribute towards site preparation costs, has to be contractually committed by March 2021.

Additional funding of up to £1.2 million to support the development of the project has also been agreed in principle by the York, North Yorkshire and East Riding LEP, subject to the approval of a detailed business case. It is the intention to submit a hybrid planning application (detailed for the roads and outline for the land uses) for the site in November 2018, with a view to the construction of the infrastructure commencing in the autumn of 2019.

Scope

This project covers seeks investment to support the development of the Olympia Park site, its allocation in the Draft Sites Allocation Plan and the delivery of a comprehensive mixed use development ensuring that investment from the Government's Housing Infrastructure Fund is committed by March 2021.

Selby District Council is the accountable body for the Housing Infrastructure Funding and may investigate the potential purchase of the part of the site south of the railway line currently owned by ForFarmers. As such the Council will be a major stakeholder/investment partner in the project and have a key role in driving it forward. It is important therefore for the Council to ensure that appropriate resources are put into place to manage risk associated with the project and ensure that it receives an appropriate share of rewards arising from the development of the site.

The investment will:

- Contribute towards survey/site investigation works to support the submission of a planning application for the comprehensive development of the site – the majority of these costs will come from the developer and the HIF budget
- Procure external legal and property advice and recruit a dedicated project manager to ensure that the delivery of the scheme is properly coordinated to meet the requirements of the Local Plan and maximise benefits for adjacent communities.

Project Objectives

Olympia Park is the largest strategic site identified in the adopted Core Strategy to deliver 1,000 homes and 33 hectares of employment land.

This project aims to accelerate the delivery of the site through a combination of direct public sector investment and collaborating with private sector partners to ensure the development of an integrated, comprehensive scheme that has strong links with the town centre and adjacent communities.

Benefits

The project will make a major contribution towards Selby's growth and housing land supply over the next 15 years, broadening the quality and mix of housing available in the District and creating major employment and training opportunities as part of the mixed use scheme that will benefit SME's and the local supply chain.

This project also has the potential to provide major improvements for adjacent communities in terms of open space provision, improved cycle and pedestrian links to the town centre, improved education facilities through the provision of a primary school and major investment in community facilities.

Olympia Park is a complex £380 million project that over a 20 year period will see the development of up to 1,500 homes and 90,000 m² of employment and commercial floorspace. This has the potential to generate approximately £3.5 millions of Council Tax and Business Rates revenue and bring considerable economic benefits for the District in terms of the creation of up to 1,500 new jobs and links to existing supply chains.

Project Approach / Delivery Options

The £8.878 million Housing Infrastructure Funding that has been approved for the project has to be contractually committed by March 2021.

Public sector investment will considerably accelerate the delivery of the Olympia Park site.

Officers will work with external partners to assess available options to identify the most efficient way of utilising the Housing Infrastructure Fund to ensure that development of an integrated, comprehensive scheme commences within the next two years.

Project Timescales (Milestones)

We are seeking funding to cover the period from April 2018 to March 2020.

Project Resources (people and money)

Funding of £240,000 is requested over the 2018/19 and 2019/20 financial years as the Council's contribution towards the Olympia Park project, over and above the £9.878 million HIF grant broken down approximately as:

- £70,000 contribution towards survey/site investigation works costs of approximately £1.4 million
- £70,000 project management costs to coordinate and deliver the project
- £100,000 external legal and property advice costs to support the Council's involvement in the Olympia Park scheme as a major investment partner and the potential acquisition of land.

This investment will enable a hybrid planning application for the development of the site to be submitted by late 2018, with a view to work commencing on the construction of the infrastructure by the autumn of 2019 and also provide the appropriate legal and property advice to support the Council entering into a legally binding agreement with the developers to protect its investment.

The Olympia Park project is currently being managed as part of the Housing and Regeneration team's wider workload, but requires a dedicated resource.

The funding will enable a project manager to be recruited to coordinate and drive the project forward and manage the £8.9 million Housing Infrastructure investment, which has to be committed by March 2020.

Funding

The grant funding of £8.878 million that has been approved as part of the government's Housing Infrastructure Fund has the potential to be supplemented by additional public sector funding from the York, North Yorkshire and East Riding LEP and the West Yorkshire Combined Authority. It is the intention to recover this investment during the life of the project, subject to viability.

The requested P4G funding will ensure that essential resources are put into place to programme this public sector investment and coordinate the delivery of a comprehensive development within an agreed programme.

Risks / Issues

Delivery risk

- **Public and private partners do not work effectively together**, jeopardising the ability to deliver a comprehensive and integrated scheme within the Local Plan period. This could result in a piecemeal, poorly designed development, or the scheme stalling altogether.

Financial risk

- **The approved Housing Infrastructure Funding of £8.878 million is not committed** within the required timescale of March 2021. This would cause reputational damage to the Council and is likely to result in only part of the site being developed. This would also mean that the Council's £240,000 investment in the project would be potentially abortive.

Political risk


- **The Council is unable to attract private sector investment into the site** which would have major consequences for the Local Plan and Selby's housing and employment land supply.

Links and Dependencies

This project directly supports the Council's corporate plan priorities of making the District a great place to do business, enjoy life and delivering great value for adjacent communities.

Olympia Park is a major strategic allocation in the Local Plan and has potential to align investment and support greater integration between the Council and the York, North Yorkshire and East Riding LEP and West Yorkshire Combined Authority.

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Project Brief	
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Project Name	Making our own Assets Work
Project Reference (if applicable)	TBC
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	Chris Kwasniewski
Document Author (if different from PM)	
Date Approved	TBC
Approved By	TBC

Background

On the 4th January 2018 the Council's Executive approved a £22.2 million Affordable Housing Development Programme to provide 207 affordable homes by March 2020 for the Council and Selby and District Housing Trust (funded primarily by SDC loans).

The Programme will be delivered in the following ways:

1. New build homes on small Council owned sites – primarily former garage sites
2. New build homes on larger Council owned sites such as Portholme Road and Bondgate
3. The acquisition of s106 and 'off-the-shelf' homes

This work will contribute towards overall supply of affordable housing in the District but there is a wider opportunity for the Council to deliver market housing on land in its ownership.

Scope

This project seeks investment to support the development of market led housing on the Council owned sites at Portholme Road, Selby; Bondgate, Selby and Edgerton lodge, Tadcaster and to undertake early feasibility work to understand the development potential of the Burn airfield site in the longer term.

Project Objectives

The objective of the project is to:

- Accelerate the delivery of housing on Council owned land
- Exploit opportunities to broaden housing choice for residents by developing market rent and market sale housing on the Portholme Road, Bondgate and Edgerton Lodge sites
- Explore available delivery mechanisms with a view to maximising commercial returns on the disposal of Council owned sites
- Undertake feasibility work to understand the potential of the Burn Airfield site to contribute towards the housing and economic growth agendas in the longer term.

Benefits

The feasibility and due diligence work that forms part of this project will considerably minimise risk and maximise returns to the Council when it develops its own land or disposes of sites on the open market.

Over the next 6 years the Portholme Road, Bondgate and Edgerton Lodge sites are expected to generate over £1 million revenue for the Council from capital receipts, New Homes Bonus and Council tax revenue, subject to schemes starting on site by 2020/21.

The development of these sites is expected to attract private sector investment of over £25 million and will make a considerable contribution towards the Council's housing targets as well as providing opportunities for construction training and the engagement of the SME housebuilding sector.

The feasibility work on the Burn Airfield site will establish a solid foundation for exploring the future potential of the site for development.

Project Approach / Delivery Options

It is prudent to undertake appropriate due diligence and feasibility work prior to entering into contract with parties that will develop the sites either in partnership with the Council or in their own right. This will ensure that development risks are identified at an early stage and pre-application discussions on the design of schemes will save cost and time in delivering market led housing schemes.

Potential match funding from Homes England, the York, North Yorkshire and East riding LEP and the West Yorkshire Combined Authority will be explored to maximise the Council's investment in due diligence/feasibility work on these sites.

Gaining an understanding of potential housing delivery mechanisms will significantly influence how the Council can maximise commercial returns on developing market owned and rented housing on its own land.

Project Timescales (Milestones)

We are seeking funding to cover the period from April 2018 to March 2020.

Project Resources (people and money)

Funding of £250,000 over two years based on the following:

- Due diligence work to support the disposal of the Portholme Road, Edgerton Lodge and Bondgate sites - £120,000 2018/19 and £40,000 2019/20
- Legal costs associated with the disposal of the Portholme Road, Edgerton Lodge and Bondgate sites - £40,000 2019/20
- Due diligence/feasibility work associated with the Burn Airfield site - £20,000 in 2018/19 and £30,000 in 2019/20

This will enable the Portholme Road and Edgerton Lodge sites to be brought to the market in 2018 with a view to commencing development in 2019/20 and for the Bondgate site to be brought to the market prior to March 2019.

Funding

It is anticipated that some of the identified costs will be funded by Homes England's Accelerated Construction Programme.

Risks / Issues

Delivery/Financial risk

- **Sites fail to come forward for development** – There is a risk that the costs associated with this project could be abortive if the sites remain undeveloped. The purpose of the due diligence and feasibility work is to assess potential delivery mechanisms and undertake soft market testing to minimise the risk of a lack of interest in the sites.
- **Cost escalation** – By undertaking due diligence work at an early stage, abnormal development costs will be identified and priced into contracts from the outset. This will minimise the risk of 'unknown costs' emerging once schemes start on site. Similarly appropriate due diligence on Legal Title will ensure that issues associated with boundaries/rights of way are dealt with before sites are marketed or developed.

- **Lack of support for the development of Burn airfield.** – The purpose of this project is to undertake high level initial feasibility work on the potential of the Burn airfield site to contribute towards the District's growth as a future strategic development site in the next plan period.
It is not the intention to develop proposals for this site as part of this project.


Links and Dependencies

This project directly supports the Council's corporate plan priorities of making the District a great place to do business, enjoy life and delivering great value for adjacent communities.

The development of market housing on the Council's land will contribute towards the supply of housing in the District and help to broaden the tenure mix available.

The programme will also support the creation of construction training opportunities that are being developed with Selby College.

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Project Brief	
<p><i>The Project Brief is the first thing to do. It should be completed before any activity of any sort takes place. This is because the Brief is the document that subject to authorisation triggers the development of the Business Case.</i></p>	
	
Project Name	High Street Shops - Shop Front Improvements Scheme & Small Business Advice
Project Reference (if applicable)	TBC
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	TBC
Document Author (if different from PM)	Angela Crossland, Head of Community, Partnerships and Customers
Date Approved	TBC
Approved By	TBC

Background

The Corporate Plan Refresh 2018 identifies one of the priority delivery areas for the next two years to be the development of a long term programme of market town regeneration to help them reach their true potential. An identified element of this is to deliver a shop front improvement scheme.

The Council has recently engaged with Historic England (HE) to gain a better understanding of our district town centres in terms of the importance of heritage on our high streets. We have a high number of listed buildings within our retail areas which may benefit from enhancement and a better local understanding of their importance to the vibrancy of the town centre. Similarly, recent building characterisation work from the Economic Development Team Urban Designers has demonstrated our need to consider how we protect some of this heritage as well as consider how we support local property owners to maintain a sustainable and aesthetic contribution to our future high street.

Recent discussions with heritage funders demonstrate a keen interest in place shaping agendas and how we should consider the impact of heritage in the town centre as a whole. Funding rounds for such work are opening across late 2018 and 2019 which may support these initiatives but will require match funding agreements.

Shop improvement initiatives are a common approach to revitalising town centres. Examples can be seen at South Kesteven DC and Henley on Thames.

Scope

The project will be for eligible retail/hospitality outlets in our town centres. Within this, the project will consider a range of criteria for which shops/buildings would be eligible for financial support. This is still to be defined but should consider elements such as geographical zone or historical importance.

A shop front design guide will offer a range of designs as part of the project. Any other design would be out of scope.

Develop a small business offer to those businesses who apply for the scheme, to enhance local skills and knowledge in managing high street business. This should include marketing and digital capabilities (full range of support still to be defined).

Not in scope – Buildings/businesses outside of the identified criteria.

Project Objectives

We will support our local high streets to enhance the local shopping experience and look and feel of the district towns through:

- Identify shop front improvements where they are likely to have an impact in improving the overall appearance and performance of a retail and heritage area;
- Consider the scope of a grant/fund incentive in line with heritage partners and the private business sector to support improvements;
- Establish a shop front design guide
- Offer business advice and support to eligible businesses to make effective use of enhancements

Benefits

Investment in the high street should be seen as a pump-prime investment in developing the district as a great place to live, enjoy and enhance local business.

This project will be pivotal in this as well as unlocking other investment into the town.

The project does not offer a direct and sustained return on investment to the council but it can contribute significantly to a return on investment to the local area through:

- Encouraging increased footfall from both local and external visitors;
- Increased local spend through dwell time in town centre;
- Relocation to the area as an attractive, vibrant and connected place to do business;
- Increased business growth in the high street;
- Increased business confidence;
- Increased business reach through improved marketing expertise;
- Increased business rates through reduction in vacant units;
- Increased employment opportunities;
- Improved aesthetics to support increased business viability;
- Increased external funding investment from regional and national funding bodies, such as Historic England;
- Protection of heritage assets.

The impact of increased visitor spend in the area can be calculated through local business feedback on the impact of the scheme. Evaluation measures will also be commissioned through the visitor economy action plan which will support an increase in data accuracy per year of delivering the plan.

Project Approach / Delivery Options

Work with Historic England & the Heritage Lottery Fund to develop a grant scheme outline to improve shopfronts & establish a shop front design guide. This will need managing through a project coordination point.

Provide a supporting suite of small business advice – commissioning external support for businesses.

Project Timescales (Milestones)

The project will be initiated in 2018 with expected completion by April 2020. Project initiation and specific timescales are reliant on appropriate project management resource being in place.

Project Resources (people and money)

Internal:

£50k per annum cash fund;

CPC team – project lead resource. TBC but could be through External Funding Coordinator or Culture, Visitor and Creative Economy Project Manager;

Contracts, Commissioning and Procurement – to ensure appropriate delivery of project;

Economic Development Team – Urban Designer to develop the guide;

Comms team support to promote the scheme.

External:

Heritage Lottery Fund Liaison including scope for potential match funding;

Historic England Liaison including scope for potential match funding;

Property owner match funding required.

Funding

As identified in the Resources element. The fund would be used to unlock other funding from Historic England/Heritage Lottery Fund and the local businesses.

The initiative will be agreed on a match fund basis.

The total £100k council contribution over the period of the scheme would be through this Programme For Growth project.

Risks / Issues

Delivery risk

- Ability and desire of businesses or property owners to come forward;
- Desire of businesses, property owners to follow the shop design guide;
- Demand management outweighs resource;
- Ensuring that the approach remains within planning legislation and guidance and can be delivered on time and to budget;
- In mitigation, targeted marketing of the opportunity required. Initial engagement discussions with business and property owners to understand how to meet their needs. Liaising effectively with planning colleagues to ensure the right and expedient approach.

Financial risk

- Demand management outweighs resource;
- Limited forthcoming match funding;
- In mitigation, consider other support funding (i.e. LEP initiatives) on ongoing basis. Grants would only be released on the basis of match funding agreements.

Political risk

- Demand management outweighs resource leaving the initiative feeling unfulfilled.
- In mitigation, we know from stakeholder engagement with local businesses, council and heritage funders that investment in the high street and incentives to attract footfall are very welcomed.

Legal risk


- Clarity on grant funding framework for businesses.

Links and Dependencies

This project directly supports the Council's corporate plan priorities of making the district a great place to do business and enjoy life.

Economic Development Framework – Revitalise market towns and help them reach their potential, Boost the visitor, leisure and night time economy.

Helps in implementing Planning Policy for town centres and shop-fronts.

Project Brief	
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Project Name	New Lane, Selby – public realm improvements
Project Reference (if applicable)	TBC
Senior Responsible Owner (SRO)	Dave Caulfield
Project Manager	Chris Kwasniewski
Document Author (if different from PM)	
Date Approved	TBC
Approved By	TBC

Background

The Market Cross Shopping Centre is integral to vitality and vibrancy of Selby Town. The owners Dransfield have invested in the centre including shopfront improvements and have had some success in attracting a broader range of tenants, with the Costa Coffee on the corner of New Lane a notable success. They also actively support wider town centre events and activities as well putting on seasonal and themed events within the centre.

Dransfield recently completed the conversion of the former YMCA building on New Lane into three new commercial units with flats above. This has attracted significant new business investment (e.g. The Escapologist and Dominoes pizza) and increased town centre living - but there is remaining unlet commercial space. This investment has effectively extended the Market Cross Shopping Centre but the quality of the public realm on New Street is very poor compared to the quality within the Market Cross Centre and other parts of the town centre. The proposal is therefore to improve the public realm with new paving, improved street furniture and a traffic calmed street. This will provide opportunities for outdoor cafe culture, supporting the new businesses and in attracting new tenants.

Scope

Improved public realm and streetscape improvements to support recent commercial investment which has extended the Market Cross shopping centre.

Project Objectives

The objective of the project is to enhance the public realm in this central part of the town centre to integrate the recent investment in new commercial and residential units on New Lane with the existing Market Cross shopping centre. This will effectively create a new commercial and retail loop connecting the 'extended' Market Cross shopping centre with Gowthorpe through enhanced pedestrian routes and a more traffic calmed environment that would still allow for essential service and other access.

Benefits

The project will help to deliver key 'Great Place' objectives as set out in the Corporate Plan and Economic Development Framework, including helping the market towns to reach their potential. It will:

- support increased investment in the district and Selby town centre – with Business Rate benefits for SDC
- Compliment investment made by existing businesses such as Dransfield and The Escapologist.
- compliment improvements now being delivered to the New Lane car park by Selby District Council
- Improve safety for pedestrians and cyclists
- support initiatives to make our town centre more vibrant
- encourage and support active use of outdoor spaces and café culture

Project Approach / Delivery Options

The proposals relate to the adopted highway and would need to be implemented working closely with North Yorkshire County Council. The nature of the enhancements cannot be funded from existing NYCC highway maintenance budgets and the highway improvements budgets at NYCC are very small – so without Council enabling funding through Programme for Growth the works would not be done.

Project Timescales (Milestones)

We are seeking funding to cover the period from April 2018 to March 2020. They key stages would be firmed up once funding is secured and detailed design is completed but are likely to be:

- Detailed design – Summer 2018
- consultation and TRO's – Autumn 2018
- procurement of contractors – Winter 2018
- Start improvement works – Early 2019
- Completion – Spring/Summer 2019

Project Resources (people and money)

The scale of improvements required cannot be delivered through the County Council's existing highway maintenance budgets or through planning gain linked to new planning applications.

Funding of £230,000 is requested over a two year period to help to fund capital works. Contributions will also be sought from other sources. The project will be overseen by North Yorkshire County Council in consultation with the Housing and Regeneration Team.

Funding

An initial outline design has been prepared and from this it is estimated that the cost of the scheme is likely to be in the region of £300-400k. This cannot be determined until detailed designs are completed and full survey work undertaken into existing utilities and whether any would need to be relocated.

Risks / Issues

Political risk

- **The project fails to come forward** – The public realm in New Lane is inadequate and needs updating – with the footways and highway in particular showing signs of wear. Failure to bring the project forward will increase maintenance liabilities. This risk will be managed by careful project management working closely with NYCC.

Financial

- **The project fails to achieve value for money.** The proposed designs and works will be commissioned from specialist consultants working closely with North Yorkshire County Council in consultation with the Housing & Regeneration Team at Selby District Council. The works will be tendered and overseen by a project team that will be responsible for controlling costs and the programme of works.

Links and Dependencies

This project directly supports the Council's corporate plan priorities of making the District a great place to do business, enjoy life and delivering great value for adjacent communities. The project has strong links with a number of other Programme for Growth projects including:

- the High Street Shops - Shop Front Improvements Scheme & Small Business Advice project
- The Visitor Economy & Action Plan project

It also closely aligns with the Car Parks investment programme with improvements now being implemented at New Lane car park.