



Meeting: **SCRUTINY COMMITTEE**
Date: **THURSDAY, 22 MARCH 2018**
Time: **5.00 PM**
Venue: **COMMITTEE ROOM - CIVIC CENTRE, DONCASTER ROAD, SELBY, YO8 9FT**
To: **Councillor W Nichols (Chair), Councillor S Duckett (Vice-Chair), Councillor D Buckle, Councillor L Casling, Councillor I Chilvers, Councillor D Mackay and Councillor D White**

Agenda

1. **Apologies for Absence**

2. **Minutes**

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 25 January 2018.

3. **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.

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

5. Corporate Performance Quarter 3 - 2017/18 (October to December) - S/17/13 (Pages 1 - 20)

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

6. Financial Results and Budget Exceptions Report to 31 December 2017 - S/17/14 (Pages 21 - 44)

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

7. Treasury Management Monitoring Report for Q3 - S/17/15 (Pages 45 - 58)

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

8. Programme for Growth: Update - S/17/16 (Pages 59 - 88)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Programme for Growth update.

9. Olympia Park - Update on Progress and Next Steps - S/17/17 (Pages 89 - 96)

The Scrutiny Committee is asked to note the contents of the report and make any comments on the Olympia Park Development update.

10. Corporate Peer Challenge Feedback and Next Steps - S/17/18 (Pages 97 - 120)

The Scrutiny Committee is asked to consider the contents of the report and make any comments on the Corporate Peer Challenge.

11. Tour de Yorkshire 2017 - S/17/19 (Pages 121 - 148)

The Scrutiny Committee is asked to note the contents of the report and make any comments.

12. Scrutiny Committee Work Programme 2017/18 and 2018/19 (Pages 149 - 154)

To consider the current Scrutiny Committee Work Programme for 2017/18 and start to plan for the following 2018/19 municipal year. Copies of the current Work Programme and proposed 2018/19 Work Programme are included for information.

A. Marshall

Gillian Marshall, Solicitor to the Council

<p>Dates of next meetings (5.00pm) Wednesday, 25 April 2018</p>
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Enquiries relating to this agenda, please contact Victoria Foreman on vforeman@selby.gov.uk or 01757 292046.

Recording at Council Meetings

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Public Session

Report Reference Number: S/17/13

Agenda Item No: 5

To: Overview and Scrutiny Committee
Date: 22 March 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Officer

Title: Corporate Performance Report - Quarter 3 – 2017/18 (October to December)

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.

The summary and full performance reports considered by the Executive on 1 March 2018 are attached to this report at Appendices 1 and 2.

Recommendations:

- i. **Scrutiny Committee is asked to note the contents of the report and make any comments on the Council's corporate performance.**

Reasons for recommendation

The Committee is asked to consider the data 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 performance information contained in the report 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 4 of the report considered by the Executive on 1 March 2018 attached at Appendix 1 to this report.

2 The Report

- 2.1 Please see section 5 of the report considered by the Executive on 1 March 2018 attached at Appendix 1 of this report.

3 Legal/Financial Controls and other Policy matters

Legal Issues

- 3.4 None.

Financial Issues

- 3.5 Please see section 6.2 of the report considered by the Executive on 1 March 2018 attached at Appendix 1 to this report.

Impact Assessment

- 3.6 Please see section 6.3 of the report considered by the Executive on 1 March 2018 attached at Appendix 1 to this report.

4. Conclusion

- 4.1 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 corporate performance are welcomed.

5. Background Documents

None.

Victoria Foreman
Democratic Services Officer
Selby District Council
vforeman@selby.gov.uk

Appendices

Appendix 1 - Summary report to Executive 1 March 2018
Appendix 2 – Full Corporate Performance Report

Selby District Council

REPORT

Reference: E/17/48

Item 4 - Public



To: The Executive
Date: 1 March 2018
Status: Non Key Decision
Report Published: 21 February 2018
Author: Stuart Robinson, Head of Business Development & Improvement
Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 3 – 2017/18 (October to December)

1. Summary:

- 1.1 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.

2. Recommendations:

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

3. Reasons for recommendation

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

4. Introduction and background

- 4.1 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.

4.2 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)

5. The Report

5.1 The specific focus of this report covers the period October to December 2017. The Corporate Plan 2015-20 has provided consistency in terms of the direction the Council is seeking to follow and the specific priorities.

5.2 Summary of progress

The Corporate Performance Report (see appendix) sets out the detail in terms of progress (or otherwise) against the Council's priorities during quarter 3. In terms of a summary:

- 100% of projects/high level actions are completed or on track.
- 64% of KPIs are showing improvement over the longer term.
- 75% of KPIs are on target.

5.3 What went well in quarter 3

- Empty homes - we assisted with bringing 9 empty properties back into use during this quarter, a marked improvement compared to the previous two quarters – assistance offered has been in the form of advice and shows the value of face to face discussion in many cases.
- Stage 2 complaints - 100% responded to within time.
- Stage 1 complaints - 92% responded to within time.
- Missed bins - there were 0.21 bins missed per 1000 collections - equates to 49 missed bins - 15 fewer bins than last quarter. This performance is the best in North Yorkshire.
- More than 120 business people from across Yorkshire attended the first-ever Selby District Economic Growth Conference.
- Selby Park Run established at Burn Airfield and commenced in December with 300 participants.
- Successful Appleton Roebuck and Acaster Selby Neighbourhood Plan referendum - resulting in the adoption of the first Neighbourhood Plan in the district.

- Our Communications team won a national award recognising them as the 'best small comms team', for their place branding and 'Don't be a Waster' work.
- Progress on channel shift - lunched full suite of on-line forms for Benefits - and self-service benefits calculation tool, though it is still very early days.
- Staff survey - results reported in this quarter - 62% of employees took part, which is a positive indication of employees feeling engaged.

5.4 **What did not go so well in quarter 3 – and what will we do about it**

- Average time taken to re-let vacant Council homes - at 36 days this significantly exceeds the target turnaround time of 26. 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 and also had specific difficult to let properties e.g. disabled adapted bungalow. Property and Housing are working closely to identify quick wins and continue to meet weekly.
- Number of visits to combined leisure centres – at 78,052 this falls short of the target of 100,000 and is also down compared to both the Q2 figure of 115,523 and Q3 last year figure of 92,180. Historically Q3 is a low performing period with increased attendances anticipated during Q4.
- Health and safety accidents - 5 accidents this quarter, all within the Property team, same number as last quarter. All accidents are investigated and where appropriate the risk assessments are reviewed and action taken to prevent recurrences.
- Staff sickness - target missed - 6.79 days in quarter 3 against a target of 5 days, but levels are reducing compared to 12 months ago, when the figure was 7.77.

6. **Legal/Financial Controls and other Policy matters**

Legal Issues

6.1 None

Financial Issues

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

Impact Assessment

6.3 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.

7. Conclusion

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

8. Background Documents

Contact Officer:

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

Appendices:

Appendix A. Corporate Performance Report Quarter 3 2017/18



Delivering corporate priorities

Corporate Performance Report

Quarter 3 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:

- More than 120 business people from across Yorkshire attended the first-ever Selby District Economic Growth Conference.

What are we concerned about:

- The availability and quality of small - to medium-sized business premises in Selby District. The Council is currently conducting a Sites and Premises availability and gap analysis from which we will be able to determine specific needs.



**Some
concerns**

Improve employment opportunities

(D Caulfield)

What's gone well this quarter:

- As part of our commitment to offering young people opportunities, two local youngsters have joined the Council's Repairs and Maintenance team on an apprenticeship. The scheme is run by the social housing group, Efficiency North, in partnership with the Council;
- The Small Business Saturday Tour bus attended Selby to promote local business;
- Over 60 delegates attended the Council's Nice to Meet You event which saw a range of business experts provide free advice and support to the District's SMEs;
- A total of £11,250 grant funding was awarded- £3,000 to a Haute Couture Bridal shop in Tadcaster via the Ad:venture programme and £7,350 to a brewery in Selby by the Resource Efficiency Fund;
- We are working closely with Makin Enterprises on their plans for Create Yorkshire which offers the potential to deliver 2,000 jobs in a new, growing and high-value sector for Selby District.

What are we concerned about:

- An ageing workforce and the loss of specialist skills as workers reach retirement age;
- Access to labour, in particular the labour supply to Sherburn Enterprise Park and the continued reduction in European migrant labour.



Some concerns

Improve access to training and skills for work

(D Caulfield)

What's gone well this quarter:

- We have signed a procurement framework contract and are progressing a second which will see local apprentices being given the opportunity to work on new Council Housing schemes, gaining invaluable skills and on-the job training;
- We are working with local training partners on an innovative project that will encourage and support a cohort of Selby District Council priority group tenants into the construction industry through an apprenticeship.

What are we concerned about:

- The underrepresentation of females and people from ethnic minority backgrounds in engineering roles and the construction industry. We are working with local training partners on initiatives to address this.



Some concerns

Help Selby, Tadcaster and Sherburn reach their potential (D Caulfield)**What's gone well this quarter:**

- Free parking on Saturdays in December all of our pay and display car parks to support local businesses;
- 'Celebrating Selby District' – a book produced by Selby District Council, supported by the Selby Town Enterprise Partnership - all funds from the sale will be re-invested in making future editions;
- '12 days of Christmas' competition launched to help support local traders;
- Launched the Selby District Savers Card – savings and discounts are on offer for shoppers visiting our high streets;
- Our Car Park Strategy was approved – which aims to use our car parks as a platform to boost the economies of the District by improving the customer experience.

**On track****What are we concerned about:**

- n/a

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

Improving the supply of housing

(Lead Director: D Caulfield)

What's gone well this quarter:

- Consultation undertaken on potential new housing and sites to inform PLAN Selby Sites Allocation Local Plan;
- Escrick and Brayton Neighbourhood Plan areas formally designated
- North Yorkshire Empty Homes Strategy adopted and Selby District Action Plan approved by the Executive;
- Executive approved the draft Private Sector Housing Assistance Policy for public consultation;
- Planning approval granted and contracts agreed with the developer for the Council to build 13 homes at Byram-development due to start January 2018;
- Contracts agreed with the developer on Selby District Housing Trust site at Riccall (5 homes) – development due to start January 2018;
- We continue to build positive relationships with land agents, private developers, Registered Providers and investors to promote Selby District as a place to do business;
- Approval given to fund the purchase of 12 s106 homes at Ulleskelf.

What are we concerned about:

- Average time to re-let Council homes – at 36 days this significantly exceeds the target turnaround time (see Exception Report)



Some concerns

Improving healthy life choices

(D Caulfield)

What's gone well this quarter:

- Selby Health Matters Conference held in partnership with NYCC Public Health colleagues - well attended - resulted in the creation of an online network on the Knowledge Hub and the Selby Action Plan, which will be launched early in 2018;
- Successful prosecution for antisocial behaviour;
- Two successful fly tipping prosecutions;
- Successful prosecution over unlicensed taxi vehicle in the district;
- Selby Park Run established at Burn Airfield and commenced on 16 December 2017 with 300 participants;
- Increased participation at children's active camps during October half term building on the success of the summer holiday programme;
- £1200 raised at charity yogathon and MILI events for MacMillan.



On track

What are we concerned about:

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:

- Consultation on our 2018/19 budget;
- We held a successful Appleton Roebuck and Acaster Selby Neighbourhood Plan referendum, boasting a 41.2% turnout and resulting in the adoption of the community created plan with an 89.2% yes vote;
- We held a successful Parish Council by-election in Hemingbrough which had an 18.73% turnout;
- The Selby Big Local Youth Council presented their short film to the management team – as a result we will be looking at how we can respond to the issues identified and include more input from the group in future.

What are we concerned about:

-

 **On track**

Enabling people to get involved, volunteer and contribute to delivering services locally (D Caulfield)


What's gone well this quarter:




- Don't be a Waster - Reduce, Reuse, Respect campaign - focused for November was 'be a good neighbour';
- The Paws and Pick it Up calendar on sale – featured dogs voted for by the public earlier in the year to;
- Don't be a Waster celebration event held at the civic centre in November;
- Volunteer litter pickers in Fairburn achieved their 1000th bag of litter collected during the year;
- Supported community litter picks in Stutton, Escrick and Whitley.

What are we concerned about:

-

 **On track**

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
<p>Facilitating people to access and use alternative service delivery methods (D Caulfield)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Provided floorwalkers in Contact Centre with tablet computers to demonstrate opportunities for customers to self-serve on line; • Selby Library pilot completed to market test a range of IT products as to how customers use digital services and which products create efficient and easy access. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • 	<p> On track</p>

Key focus of our work	What's gone well; what are we concerned about	Overall Progress
<p>Delivering Priority 4 - Delivering Great Value</p>		
<p>Working with others and co-developing the way in which services are delivered (Lead Director: J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Refurbishment of the Old Girls School in Sherburn in Elmet (a joint investment between ourselves and NYCC) – will create more meeting space for the community, a café, and an ICT training suite. The Sherburn Community Trust, who runs the library, is managing the project. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • 	<p> On track</p>
<p>Commissioning those best placed to deliver services on our behalf (J Slatter)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Insurance contract awarded achieving an in year saving of £25K; • New contracts for Electricity supply, Pointing works for housing stock, Safeguarding consultancy awarded; • Tender for new committee management system evaluation completed; • Scanning of fragile paper terrier maps scanned and digitised by Scarborough Borough Council. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • 	<p> On track</p>
<p>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)</p>	<p>What's gone well this quarter:</p> <ul style="list-style-type: none"> • Our communications team won a national award recognising them as the 'best small comms team', for their place branding and Don't be a Waster work; • Over 6,500 views on social media of joint SDC/Amey Christmas wishes video; • Christmas closedown successfully communicated to our residents/customers. <p>What are we concerned about:</p> <ul style="list-style-type: none"> • 	<p> On track</p>

Helping people access services digitally

(J Slatter)

What's gone well this quarter:

- Launched full suite of online forms for Benefits – and self-service benefits calculation tool;
- Developed self-service direct debit functionality – to be launched in Q4;
- Business case approved for phases 1-3 of the Channel Shift project – that will deliver a customer portal and fully automate transactional services;
- Scoping project to put GIS functionality on line – to provide a geographical tool for residents and business to access information;

What are we concerned about:

-

**On track**

Summary

64% KPIs improved

75% KPIs on target

100% Projects on track

Indicator/action	Exception	Actions/Comments
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Performance concerns - KPIs

Average time taken to re-let vacant Council homes	Target not met – performance down on Q2 and Q3 last year	Of the 61 properties re-let in Q3, 32 took 5 weeks or more – the longest taking 17 weeks. Properties are advertised as soon as the outgoing tenant gives notice but delays in bringing them back to lettable standard can have a knock-on effect. Work to bring properties back to our standard has taken longer. Very specific properties can be more difficult to re-let – e.g. a disabled adapted bungalow took longer to let in Q3. Property and Housing are working closely to identify quick wins and continue to meet weekly. Longer term, the new housing system will allow us to plan more proactively and identify improvement works for completion during occupation which will have a positive impact.
Health & Safety accidents	Number of accidents exceeds the annual target – same as Q2 up compared to Q3 last year	13 accidents as at Q3, against an annual target of 12 - 5 accidents in this quarter – all within the Property team.
Number of visits to combined leisure centres	Target not met - down compared to Q2 and Q3 last year	Historically Q3 is a low performing period with increased attendances anticipated during Q4.
Staff sickness	Target not met – although sickness reducing	At 6.79 days per FTE, sickness is high. However, it is much better than both a year ago (7.77) and Q2 (7.71). HR continues to support managers – e.g. through recent absence management workshops – to minimise absence and develop improvement plans for services with high absence rates. Wider staff engagement, e.g. briefings and staff survey, is supporting culture shift and improving morale.









Positive performance – KPIs































The number of empty properties brought back into habitable use	Annual target exceeded	Assisted in bringing 9 empty homes back into use during Q3 - a total of 13 for the first 9 months of 2017/18, against the annual target of 12. Assistance offered has been in the form of advice and shows the value of face to face discussion in many cases. We have also identified a number of long term empty homes where we are considering enforcement action to achieve reoccupation.
The number of missed bins per 1.000 collections	Target exceeded – performance up compared to Q2 and Q3 last year	There have been just 0.21 bins missed per 1000 collections this quarter. This equates to just 49 missed bins – 15 fewer bins than last quarter.
The average wait time - in minutes - before a customer is seen by an advisor.	Target exceeded – performance up compared to Q2 and Q3 last year	This is an excellent result given the current reduced staffing levels at the contact centre - we are currently training recently recruited staff.
The average wait time - in minutes - before a customer phone call is answered by an advisor	Target exceeded – performance up compared to Q2	The average call wait time has reduced from last quarter by 16 seconds, despite new recruits not yet being fully trained and other staff buddying the new recruits.
Stage 2 complaints fully responded to on time	Target exceeded – performance up compared to Q2 and Q3 last year	7 stage two complaints received – all responded to within time
Stage 1 complaints responded to within 20 working days	Target exceeded – performance up compared to Q2 and Q3 last year	24 stage one complaints received – 22 responded to within time

Delivering corporate priorities: KPIs

Q3 2017/18







Key:














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

KPI	Direction of Travel	Previous YTD (Q3 16/17)	17/18 Target	Previous Value (Q2 17/18)	Latest Value (Q3 17/18)	Short Term Trend	Long Term Trend	Traffic Light
A great place... to do business								
Number of SMEs supported	Aim to Maximise	n/a	100	26	31		n/a	
Number of jobs created (annual – report in Q4)	Aim to Maximise	-	2400	-	-	-	-	-
A great place... to enjoy life								
Number of additional homes provided in the district	Aim to Maximise	n/a	450	n/a	n/a	n/a	n/a	-
Number of affordable homes provided in the district (annual – reported at Q4)	Aim to Maximise	n/a	180	n/a	n/a	-	-	-
Number of new Selby District Housing Trust units delivered (annual – reported Q4)	Aim to Maximise	n/a	6	n/a	n/a	-	-	-
Number of new Selby District Council/HRA units delivered (annual – reported Q4)	Aim to Maximise	0	4	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	28.7	36.3			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.42%	97.00%	99.67%	99.17%			
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	4	12	4	13			
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.27	0.29	0.28	0.21			
% of relevant land and highways assessed as within contract standard for litter (annual – due Q4)	Aim to Maximise	-	95.00%	n/a	n/a	-	-	-
Number of visits to combined Leisure Centres	Aim to Maximise	92,180	100,000	115,523	78,052			
Number of gym 'Lifestyle' members as % of population	Aim to Maximise	17.50%	18.00%	19.3%	19.25%			
Increase in Council Tax Base	Aim to Maximise	30,695	30,772	30,937	30,768			
% of active 'Lifestyle' members participating in 1 or more sessions per week	Aim to maximise	49.13%	47%	40.54%	42.13%			
Number of GP referrals (Year to date)	Aim to maximise	207	225	192	280			
% adults achieving at least 150 mins physical activity per week (annual – reported Q4)	Aim to maximise	n/a	65%	n/a	n/a	-	-	-
A great place... to make a difference								
% SDC residents who satisfied with the area as a place to live (survey to take place in Q4)	Aim to Maximise	-	-	-	-	-	-	-
Delivering great value								
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	£290k	£856k	£872k	£889k			
Average Days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	7.77 days	5.00 days	7.71 days	6.79 days			
Average time to process new claims (total)	Aim to Minimise	15.68 days	22.00 days	23.94 days	17.18 days			
Average days to process Change of Circumstances	Aim to Minimise	5.57 days	8.40 days	5.26 days	4.74 days			
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	57.14%	60.00%	75.00%	65.00%			
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	n/a	75.00%	86.00%	87.69%		-	
Total number of (stage 1) complaints received	Aim to Minimise	19	-	27	24	-	-	
% of stage 1 complaints responded to within 20 working days	Aim to Maximise	74%	90%	74%	92%			
% of stage 2 complaints responded to within 20 working days	Aim to maximise	77%	90%	67%	100%			
% Freedom of Information requests responded to within in 20 days	Aim to Maximise	83.83%	86.00%	85.44%	88.11%			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.00 min	10.00 min	8.33 min	6.33 min			
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.32 min	2.00 min	2 min	1.44 min			
% eligible employees receiving appraisal in last 12 months (due in Q4)	Aim to Maximise	-	-	-	-	-	-	-
Health & Safety: Accidents in the last 12 months (Year to date)	Aim to Minimise	7	12	8	13			
Staff satisfaction: % employees agree <i>SDC is a great place to work and has a bright future</i> (Annual)	Aim to Maximise	-	-	-	76%	-	-	-
% of Council Tax debt recovered	Aim to Maximise	85.63%	85.60%	57.67%	85.30%			
% of Council Rent debt recovered	Aim to Maximise	97.78%	97.65%	95.88%	98.11%			
% of Non-domestic Rate debt recovered	Aim to Maximise	82.77%	82.00%	54.87%	79.89%			
% of Sundry Debt recovered	Aim to Maximise	79.62%	79.62%	64.97%	81.95%			
Amount of Business Rates Retained (£s)	Aim to Maximise	7,505,068	7,500,000	9,714,147	9,730,189			

Key:

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

	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	J Cokeham	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	March 2018	
Enable housing development – Review, adapt and implement the Council's Housing Development Programme.	J Cokeham	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	March 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	Oct 2017	
Increase income - Deliver Police co-location project	J Rothwell	Jan 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	

Context indicators

Q3 2017/18

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	86,000	86,700	n/a
% of the district population of working age (16-64)	annual	61.8%	62.2%	below average
% of the district population aged 65+	annual	19%	19.4%	below average
% working age population in employment	quarterly	80.3%	80.9%	above average
% working age population claiming Job Seekers Allowance	quarterly	0.8%	0.76%	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.8%	31.1%	below average
% working age population with no qualifications (annual measure)	annual	8.2%	8.9%	below average
Total Gross Value Added (£)	annual	£1,816m	£1,879m	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	£519.8	£500.10	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.8%	3.7%	below average
% adults defined as overweight or obese (annual measure)	annual	-	68.6%	above average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	17.6%	-	above average

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Public Session

Report Reference Number: S/17/14

Agenda Item No: 6

To:	Overview and Scrutiny Committee
Date:	22 March 2018
Author:	Victoria Foreman, Democratic Services Officer
Lead Officer:	Palbinder Mann, Democratic Services Manager

Title: Financial Results and Budget Exceptions Report to 31 December 2017

Summary:

At the end of quarter 3, the full year forecast for the General Fund shows an estimated surplus of (£304k) ((£146k) quarter 2) and the HRA an estimated surplus of (£453k) ((£378k) quarter 2) against the approved budget. The main drivers of these variances are set out in Appendix A.

Planned savings for the year have already been achieved in the HRA. A number of General Fund savings have also been achieved in Q3, but there is still a further £34k of savings to be achieved in the remaining part of the year. Details of the planned savings and their status can be found in Appendix B.

The capital programme is currently forecasting an underspend of £2.599m, £0.486m on the General Fund programme and £2.113m on the HRA programme. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth 3 was 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 is anticipated, there is a corresponding reduction in reserve contributions for this. This money is still committed to be spent in full in future years. A summary of progress is set out in Appendix D.

The full financial results and budget exceptions reports considered by the Executive on 1 February 2018 are attached to this report at Appendices 1 and 2.

Recommendation:

Scrutiny Committee is asked to note 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 section 1 of the report considered by the Executive on 1 February 2018 attached to this report at Appendix 1.

2 The Report

- 2.1 Please see section 2 of the report considered by the Executive on 1 February 2018 attached to this report at Appendix 1.

3 Legal/Financial Controls and other Policy matters

- 3.1 Please see section 3 of the report considered by the Executive on 1 February 2018 attached at Appendix 1 to this report.

4. Conclusion

- 4.1 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.

5. Background Documents

None.

Victoria Foreman
Democratic Services Officer
Selby District Council
vforeman@selby.gov.uk

Appendices

Appendix 1 - Report to the Executive 1 February 2018
Appendix 2 – Appendices A to D of the Executive report

Selby District Council

REPORT

Reference: E/17/44

Item 5 - Public



To:	The Executive
Date:	1 February 2018
Status:	Key Decision
Report Published:	24 January 2018
Author:	Peter Williams, Head of Finance
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 December 2017

Summary:

At the end of quarter 3, the full year forecast for the General Fund shows an estimated surplus of (£304k) ((£146k) quarter 2) and the HRA an estimated surplus of (£453k) ((£378k) quarter 2) against the approved budget. The main drivers of these variances are set out in Appendix A.

Planned savings for the year have already been achieved in the HRA. A number of General Fund savings have also been achieved in Q3, but there is still a further £34k of savings to be achieved in the remaining part of the year. Details of the planned savings and their status can be found in Appendix B.

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Programme for Growth 3 was 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 is anticipated, there is a corresponding reduction in reserve contributions for this. This money is still committed to be spent in full in future years. A summary of progress is set out in Appendix D.

Recommendations:

- i. **The Executive endorse the actions of officers and note the contents of the report.**

Reasons for recommendations

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

1. Introduction and background

1.1 The revenue budget was approved by Council on 21 February 2017, this report and associated appendices present the financial performance to 31 December 2017 against the budget.

2. The Report

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

General Fund Revenue

General Fund Account – Q3 2017	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,644	11,311	(333)
Settlement Funding including RSG/NDR and other Grants	(5,062)	(5,067)	(5)
Amount to be met from Council Tax	6,582	6,244	(338)
Council Tax	(5,203)	(5,203)	0
Collection Fund Surpluses	(262)	(262)	0
Shortfall/(Surplus)	1,117	779	(338)
Savings Target	(740)	(706)	34
Net Surplus / (Deficit) transferred from Business Rates Equalisation Reserve	(377)	(73)	304
Net Revenue Budget	0	0	0

2.2 The main forecasted variances against the General Fund surplus are:-

- Salary savings of (£90k) across services is driven principally by delays in recruitment to the structure and a post which will no longer be recruited to in this financial year. This position continues to change over the course of the year and is closely monitored.
- Waste and recycling income is expected to deliver an additional (£81k) with more customers than anticipated on the commercial waste contract and higher recycling credits.
- The agreed extension of the waste and recycling contract included an estimated increase in the contract price based on known and anticipated property growth. To date there have been a number of collection day and routing changes to accommodate property growth without increasing vehicles which is delivering a saving against budget (£61k). However, it

is anticipated that continuing property growth will mean that additional resources will be required early in 18/19.

- Due to a lower volume of applications, a (£60k) saving is anticipated on the council's discretionary localism rate relief, to date only one application has been received, this is partly funded by Section 31 grant.
- Collaborative working with Ryedale DC has resulted in (£25k) backdated income for HR services and (£30k) current year income for marketing support which was not in the budget.
- There has been an increase in Council Tax court and summons fees collected from customers this year (£28k) as a result of an increase in non-payers.
- The retendering of the insurance contract has resulted in a (£25k) saving for the last five months of the year.
- Investment income is expected to exceed target by (£90k), due to buoyant cash balances and the rate increase in the year.
- Lifeline service income - a continued reduction in the Supporting People Grant due to assessment criteria changes has resulted in a shortfall of £46k. Also, despite efforts to increase take up, private payers income has still not achieved target by £30k, which has been mitigated by a £30k reduction in salaries.
- Benefit Admin Grant £60k, anticipated overall shortfall in admin grant due to reductions in central allocations. We have received further DWP funding to support project and service delivery.
- Renewables business rates income has been confirmed for 2017/18 at £7.5m. This funding is to be transferred to replenish earmarked reserves applied to finance the pension fund deficit in 2016/17.

Housing Revenue Account

Housing Revenue Account – Q3 2017/18	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	11,016	10,670	(346)
Dwelling Rents	(12,070)	(12,100)	(30)
Shortfall / (Surplus)	(1,054)	(1,430)	(376)
Savings Target	(140)	(217)	(77)
Net Surplus / (Deficit) transferred to Major Repairs Reserve	1,194	1,647	453
Net Revenue Budget	0	0	0

- 2.3 The HRA is anticipating a surplus of £453k. The HRA surplus 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 forecast variances against budget are:-

- External borrowing has been lower than expected in the year to date due to work programmes being funded from HCA grant and internal borrowing. It is still expected that future development programmes will require external funding, but a saving of approximately (£223k) is expected this year.
- Housing rents are expected to exceed budget by (£30k) in the year, this position is changes as it is influenced by sales, void turnaround time and new tenancies commencing at target rent..
- The retendering of the insurance contract has resulted in a (£16k) saving for the last five months of the year in the HRA.
- Investment income is expected to end the year (£38k) higher due to buoyant cash balances and the rate increase in the year.
- Savings anticipated on solid fuel servicing (£24k) due to transfers to gas central heating, gas servicing (£20k) due to less repairs from modern boilers and the timing of servicing schedules and community centre utilities, repairs and maintenance (£18k) due to less responsive repair requirements.

Savings

- 2.4 The General Fund has a planned savings target of £740k agreed as part of the 2017/18 budget process. Forecasts indicate that we will achieve a saving of £706K against this total. There is a potential shortfall in Asset Rationalisation which will achieve a saving of £26k from the new tenant in the ex-Profiles Gym against a target of £50k for the year. There remains uncertainty around the timing and agreement of the SDHT loans, so the latest forecast is £17k this year.
- 2.5 Overall there is an additional £34k savings required to meet the target. However, this will be more than covered by the general fund surplus which is currently forecast. HRA savings for the year have been exceeded from its share of the Pension Fund Deficit.
- 2.6 Further details of planned savings can be found in Appendix B.

Capital Programme

- 2.7 The capital programme is currently forecasting an underspend of £2.599m in year although a large proportion is likely to be required to be carried forward to complete programmes in the new year including Car Parks, Portholme Culvert, pointing, roofing, cyclical repairs and door replacements, £0.486m on the General Fund programme and £2.113m on the HRA programme.
- 2.8 There has been limited spend with the General Fund capital programme although designs, tenders and quote requests are being progressed for several schemes including the car park improvement programme.

- 2.9 Current forecast spend is £4.732m against a budgeted spend of £5.218m. This is mainly driven by forecasted savings on the Disabled Facilities Grant programme (£194k) and IT (£278k).
- 2.10 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 £379,000, compared with the 16/17 allocation of £346,000. This coupled with our own investment and monies carried forward for committed works provides a total of £574,000 available to spend. The expected spend at this stage is projected to be £380,000. The unspent element of the grant will be allocated to a reserve for future use, currently there are no plans to recover any of the grant back but if it does not get used in future years the government may look to recover it.
- 2.11 IT spend is expected to be £278k lower in year due to projects now set to deliver in 18/19 including a number of individual projects now being rolled into the channel shift project.
- 2.12 Continued progress is being made on several schemes within the HRA capital programme which shows a forecast spend of £4.08m against a budget of £6.06m. The main variances are as follows:-
- 2.13 Roofing in Tadcaster and pointing across the district (£1.055m). This combined programme was budgeted at £1.34m but is now expected to be delivered for £1.145m the saving being from the tender submission and the final works required, £285k in the current year and the remaining £860k in 18/19.
- 2.14 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 (£370k).
- 2.15 The contract for external repairs which includes painting and door replacements is about to get underway, but the delay in commencement of the programme is expected to result in (£255k) slipping into the next financial year.

Programme for Growth

- 2.16 Approved as part of the budget setting exercise for 2017/18, P4G3 has commenced with a targeted suite of 5 programme themes established including Town Regeneration; Tourism & Culture; Housing; Infrastructure and Business. Work also continues on schemes carried forward from 2016/17

including growing Enterprise; Marketing Selby USP; Strategic Sites and the completion of the Sherburn all weather pitch.

2.17 P4G is showing an in year underspend of (£1.8m) due to timing on P4G schemes, there is a corresponding reduction in reserve contributions for this. This money is still committed to be spent in full in future years.

2.18 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 will shortly be submitted to the Executive for approval;
- Marketing Selby USP's, including a range of new branding and marketing materials which were launched at November's successful Economic Growth Conference;
- The Business Space & Accommodation Review, for which specialist commercial property software has been purchased;
- Funding contributions to key District events, including Tour de Yorkshire and Sherburn Craft Festival;
- Healthy Living Concept Fund, which has supported the initiation of Selby District's first Parkrun at Burn Airfield.

A number of Programme for Growth funded-projects are progressing significantly, but have been paused due to external factors. This includes:

- Tadcaster Linear Park, which has been paused to align with Environment Agency works to the River Wharfe in Tadcaster;
- The Empty Homes Programme, for which a new programme has recently been adopted by the Executive.

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 projects. This includes:

- Church Fenton Studios, where 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;
- Growing Enterprise, for which a successful multi-partner event was held in November to engage with over 60 local SMEs and a detailed SME Growth Plan is in development;

- Olympia Park, for which a detailed Housing Infrastructure Fund (HIF) bid was submitted in September to unlock the site (decision expected by end of January).

Some projects have not yet been initiated, and are being reviewed at the request of the Executive. This includes:

- Stepping Up Housing Delivery, which has been superseded following the adoption of the Council's ambitious new Housing Development Programme;
- Access to Employment, which will provide critical labour links to key employment locations and will be re-assessed following further business engagement;

The Programme for Growth is showing a forecasted underspend in the year of £1.5m, with a forecasted spend of £879k against £2.4m in the budget.

As illustrated above however, significant progress has been achieved that puts the Council in a strong position to proactively review the Programme for Growth and re-prioritise projects accordingly. This was a key recommendation from the Council's Corporate Peer Challenge in November.

Work is therefore underway, taking on board the clear steer from the Executive to focus on a smaller suite of 'bricks and mortar' projects that will deliver the Council's Corporate Plan and Economic Development Framework, whilst providing a commercial return on investment.

2.19 Appendix D provides a financial breakdown of the current programme.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 The financial issues are highlighted in the report. The revenue position continues to change over the course of the year as more detailed data becomes available largely resulting from the likelihood of additional income from increased demand for services countered by increased costs – performance is monitored closely and remedial action will be taken or proposed to the Executive should this be necessary.

3.3 Forecasts are based on information available and subject to change as the year progresses, officers monitor actual income and expenditure against budget and forecasts will be refined as necessary. There are contingencies within the budgets to cope with unforeseen pressures.

4. Conclusions

4.1 At the end of quarter 3, the outturn is indicating a surplus in both the General Fund and HRA which demonstrates that the Council's spending plans for the year are fully supported and progress against the savings plan is broadly on track.

4.2 At this stage in the year some savings are forecast on the capital programme and some projects will complete in 2018/19 while some will require funds to be carried forward to 2019/20 to progress or complete.

4.3 Significant progress has been achieved on Programme for Growth that puts the Council in a strong position to proactively review the Programme for Growth and re-prioritise projects accordingly.

Appendices:

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

Appendix B – General Fund and Housing Revenue Account Savings.

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

Appendix D – Programme for Growth.

Contact Details

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

BUDGET EXCEPTIONS REPORT

October 2017 - December 2017

General Fund Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(100)	(90)	On-going	Earnings from investments are currently expecting to exceed 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	(4,457)	(120)	On-going	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 (£81k). Other variances include a backdated recharge of officer time to Ryedale DC for HR support (£25k) and an unbudgeted charge for current year Marketing Support (£30k), increase in forecasted Council Tax collection court costs & summons due to current trends (£28k). (£27k) was received into the Cabinet Office allocation for electoral registration which is offset by costs within supplies and services. There are numerous other forecasted overachievements of budget including; Land Charges (£9k); ICT Recharges (£9k) and Industrial Unit occupancy (£9k). This is offset by an anticipated shortfall in private payer lifeline income £30k, the service is reviewing its products and offer to customers in line with market demands in addition recruitment is being carefully managed to mitigate the impact and telecare income is expected to exceed budget by (£6k). There will be reduced income from Development Management where a reduction in application fees is anticipated due to the 5 year land supply partially mitigated by planning advice for larger schemes £25k, Civic Centre Rent £26k from slippage in the Police Co-location project and Assets Trading from take up of the service £35k.
Government Grants	(17,800)	64	On-going	This shortfall is due to the continued fall of Supporting People Grant £46k, this continued reduction from on-going assessment is not currently being met by private payers. From 1 April 2018 this funding will end completely. The service is constantly looking to expand its customer base balanced with finding operating efficiencies. Continued shortfall of housing benefit admin subsidy £60k. These are partially offset by Local Welfare assistance Grant (£35k) although costs are anticipated against this and DWP Grant for system updates (£7k).
Total Variance - General Fund Income		(146)		

General Fund Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Employees	8,886	(90)	On-going	Anticipating a saving on salaries as the new structure recruitment process is completed, a number of vacancies are yet to be filled and the recruitment process continues to fill these roles. Vacancies are being carefully managed to also mitigate other service risks such as the lifeline service. Taking this in to account the overall position has worsened slightly due to increased pressure on the Development Management Team requiring specialist advice and agency support which comes at a premium against vacancies to manage large scale complex planning applications and a large amount of appeals relating to the 5 year housing land supply. It is also proving difficult for all Local Planning Authorities to recruit permanent and / or agency staff with the relevant experience to tackle the workload of this nature hence high agency staff costs.
Supplies & Services	10,577	(86)	On-going	Of the overall saving, there are numerous variances that make up this saving, the largest being within Refuse Collection (£116k), this is due to the extension of the contract from April 2017 where anticipated property growth would require further resources for collections. The threshold has not been achieved where a contract price increase would be incurred, this position is reviewed monthly. The retendering of the insurance contract has resulted in a (£25k) saving for the last 5 months of the year. A saving is anticipated on discretionary rate relief (£60k) due to a lack in applications. There are further savings expected on Countryside management (£8k), Climate Change (£21k), Democratic Core, Scrutiny & Standards (£15k) and Partnership Development (£13k). These savings are offset by; Register of Electors £46k due to canvassing but is offset by a grant from the Cabinet office to cover the majority of cost. Waste and Recycling contract charges £55k, the environmental services contract indexation is applied on the contract anniversary each October and budgets are set based on prior year's inflation forecasts. Inflation during 17/18 is higher than that estimated and as such contract costs are forecasted to be higher than budget, increased income from commercial waste and recycling collection are compensating for this shortfall based on latest forecasts. The North Yorkshire Procurement Partnership contract has been renegotiated, giving an annual cost of £12k; this budget was inadvertently removed as part of the restructure process to support a post that was later excluded. A £23k shortfall is estimated for bank charges in relation to the volume of card payments made to the authority. There are also increase internal audit charges for fraud work £26k.

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Third Party Payments	82	(10)	one-off	Small saving anticipated on the annual contribution to the Home Improvement Agency and contract payments for leisure services.
Budget Savings Required	(424)	34	On-going	Small shortfall in the planned savings target, asset rationalisation will not achieve its target for the year due to part year rental of profile gym, but other savings proposals are being developed by officers.
Total Variance - General Fund Expenditure		(152)		
Total Variances - General Fund		(298)		

Housing Revenue Account Income

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Investment Income	(25)	(38)	On-going	Earnings from investments are currently expecting to exceed 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)	(30)	On-going	The current forecast suggests an improved position over budget. The final variance will be influenced by the number of sales (18 to date) the void turnaround time and new tenancies set at target rent.
Total Variance - HRA Income		(68)		

Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Year -End Variance £000's	One-Off/ On-going	Comments
Premises	742	(58)	On-going	There are anticipated savings on solid fuel servicing (£24k), community Centre utilities, repairs & maintenance (£18k) and (£20k) on gas servicing due to the timing of the servicing rounds.
Supplies and Services	1,154	(16)	On-going	The retendering of the insurance contract has resulted in a (£25k) saving for the last 5 months of the year.
External Interest Payable	2,638	(223)	On-going	This saving is based on the assumption that no external borrowing will be taken out for new developments within the HRA this financial year, the use of internal borrowing (using cash reserves) is anticipated rather than PWLB borrowing.
Pension deficit reduction savings	77	(77)	On-going	The reduction in pension deficit payments in the HRA as a result of the payment made in 16/17 is higher than anticipated in the budget.
Total Variance - HRA Expenditure		(374)		
Total Variances - HRA		(442)		

SAVINGS PLAN

Indicative Profile - GF

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	November 2017 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	Short/medium term income being generated through provision of HR and Comms services to a nearby district council. 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	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. Ex Profiles Gym has been let to a tenant which will generate £26k in the current year and £40k in future years.	Medium
Commissioning & collaboration	JS	0	0	80	High	The savings expected in 2019/20 have not yet been identified.	High
New SDHT Loans	DC	17	60	100	High	A number of schemes are currently in progress, with negotiations taking place with developers. In addition, a revised Housing Development Programme is being put forward for approval, which aims to accelerate the delivery programme - subject to identifying suitable sites.	High
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 3 is developed.	High

SAVINGS PLAN

Programme for Growth	DC	0	0	250	High	Work on a new Site & Premises Register will shortly be initiated, and extensive consultation with local small-medium sized enterprises is ongoing. This is expected to highlight a lack of high-quality incubation space throughout the District, and provide potential investment opportunities	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	A new Economic Development team has recently been recruited who 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 to date Actual	Forecast	Forecast Variance	Comments
Sport Grounds Improvement Works	30,000.00	23,180.00	27,000.00	(3,000.00)	Scheme completed.
Selby Park Improvement Work	45,000.00	0.00	45,000.00	0.00	Programme includes two distinct elements - rebuilding a wall which is in a poor state of repair and upgrading the lighting. Works to progress the lighting improvements within the park are currently on hold due to necessary links to the Selby Town Centre improvement / bus station improvement. May need to roll forward to next year in order to coordinate with town centre improvement works. The contract to rebuild the wall has been awarded and works will commence in February/March 2018 and will complete by year end (£30k).
Asset Management Plan - Leisure & Parks	2,940.00	0.00	0.00	(2,940.00)	IHL have completed inspections of the items in the planned maintenance programme for 2018/19. No works are required at this time and so these items have been deferred for a further 12 months.
Industrial Units - Road Adoption	325,000.00	0.00	325,000.00	0.00	No plans to progress currently, scheme needs to be coordinated with NYCC and progress under better together.
Portholme Road Culvert	288,734.00	9,862.00	288,734.00	0.00	Scheme delayed as to not impact on blue light services until Police move and location of utilities on site. PO raised for stage 2 works up to end of March 2018. Total estimated spend for this FY is £124,360. The balance of the budget will be carried forward to progress the project.
Bus Station Refurbishment	53,000.00	0.00	53,000.00	0.00	Awaiting confirmation whether this is to proceed ahead of the improvements to Selby Town Centre - may need to roll funding into next year.
Police Co-Location Project	229,710.00	(1,980.00)	229,710.00	0.00	Scheme not started, awaiting final financial and Director approval from SDC and NYP.
Industrial Units Maintenance	47,000.00	14,001.00	47,000.00	0.00	Currently producing schedule of works required prior to seeking prices. Anticipate works commencing in February 2018, but budget will slip in to next year to align with a further bid.
Car Park Improvement Programme	300,000.00	0.00	300,000.00	0.00	Groundwork finalising plans for first three car parks in the programme. Expecting works will go out to tender in January 2018 and commence on site Feb/March 2018, the majority of budget is likely to carry forward in to the next financial year.
Website Development (Webchat)	10,000.00	0.00	0.00	(10,000.00)	Budget rolled into Channel Shift project, bids submitted to progress in 18/19.
DIP System upgrade	20,000.00	0.00	10,000.00	(10,000.00)	Capital budget forecast has been reduced by £10k to reflect requirements for the year. Awaiting integration costs and upgrade costs for Information@Work before any commitment.
GIS System	100,000.00	12,800.00	31,000.00	(69,000.00)	Project runs until June 2018. 50% budget committed over 2 years. Budget and project delivering on track, a new approach was taken to this project generating savings.
Benefits & Taxation System upgrade	75,000.00	0.00	15,000.00	(60,000.00)	£60k rolled into Channel shift project commencing 18/19 for which a bid has been submitted for transactional services leaving £15k. £4.5k committed for overpayment subsidy workbook £1.4k Victorias Forms licence committed
IDOX Planning System	60,000.00	4,500.00	30,000.00	(30,000.00)	Capital budget has been reduced by £30k, commitments can be met from the budget.

2017/18 Selby District Council Capital Programme - To 31 December 2017

General Fund	Annual Budget	Year to date Actual	Forecast	Forecast Variance	Comments
Committee Management System	18,000.00	0.00	18,000.00	0.00	Contract awarded and an implementation plan with the successful bidder is to be discussed.
Northgate Revs & Bens	7,730.00	8,905.03	7,730.00	0.00	Spend for required updates including £5750 for changes to Victoria Forms and £3155 for changes to SBRR.
Electronic Payments Project	46,680.00	3,325.00	30,000.00	(16,680.00)	Budget to be rolled into Channel Shift project which will commence in 2018/19 after approval of bids.
Servers - ICT Infrastructure Replacement	88,751.00	33,557.00	30,751.00	(58,000.00)	Budget reserved for Microsoft licences to be purchased in 2018
Environmental Health System	5,000.00	6,850.00	6,850.00	1,850.00	Oracle patches for PSN compliance still need to be scheduled in Q4. Likely to overspend which can be managed through savings on other IT projects.
Councillor Tablets	18,340.00	19,546.00	19,546.00	1,206.00	Project delivered. Overspend is due to increase in price of devices and remote licences.
Mobile Working Solution	249,800.00	0.00	249,800.00	0.00	This project will start in 2018 and forms part of the channel shift project to provide and develop digital services.
Housing & Asset Management System	511,780.00	239,248.00	511,780.00	0.00	The contract with Civica was signed September 2017. The first stage payment has been made and a full project plan has been agreed. Training begins January 2018 to support the project work involved in implementation.
ICT - Infrastructure Costs	60,000.00	32,696.97	40,000.00	(20,000.00)	Currently on track to deliver requirements for the year, savings currently anticipated.
ICT - Desktop Replacement Programme	17,500.00	9,881.00	10,000.00	(7,500.00)	On track to deliver requirements for the year, savings are anticipated.
Private Sector - Home Improvement Loans	46,500.00	3,039.00	38,750.00	(7,750.00)	The repair assistance scheme has supported a small number of residents with emergency repairs this year. The loans are being processed and therefore we still expect to meet the forecasted spend by year end. Loans continue to be repaid in line with loan conditions which allows us to recycle the funding and offer support to additional vulnerable households.
Disabled Facilities Grants	573,958.00	75,700.00	380,000.00	(193,958.00)	The current actual spend is low but it is expected a number of approved works will complete in the final quarter and the overall spend will therefore increase to be in-line with the forecasted spend. The administration of the DFG service will return to an in-house service in April when the contract with the Home Improvement expires. A new Private Sector Housing Assistance Policy has been approved for consultation with a view to increase spend over the next financial year by introducing discretionary DFG's.
New Build Projects	1,987,300	0	1,987,300	0	Ulleskelf scheme - Still at an early stage to purchase 12 properties. A 10% deposit is likely to be required in March. Properties will be released in phases as completed currently awaiting a completion programme. Riccall scheme will start on site 22 Jan, some preconstruction costs have been paid (£30k). Anticipate will take approximately 32 weeks to complete.
	5,217,723.00	495,111.00	4,731,951.00	(485,772.00)	

2017/18 Selby District Council Capital Programme - To 31 December 2017

Housing Revenue Account	Annual Budget	Year to date Actual	Forecast	Forecast Variance	Comments
Kitchen Replacements	140,000.00	103,216.00	140,000.00	0.00	Contract started 10/10/17 to complete at end of December 2017.
Pointing Works	807,994.00	5,740.00	270,000.00	(537,994.00)	Contract starting November 2017. Programme of work not expected to exceed £550k. £270k expected to be spent this financial year with the remainder carried forward to be spent next year.
Electrical Rewires	240,000.00	129,561.00	200,000.00	(40,000.00)	Work on upgrades rather than full rewires is helping to reduce costs whilst still keeping properties compliant
Bathroom Replacements	30,000.00	690.00	30,000.00	0.00	Programme due to start in Jan 2018, to combine with next years programme into one contract
Asbestos Surveys	30,000.00	10,787.00	30,000.00	0.00	Work ongoing, where asbestos surveys and removal form part of a scheme i.e. kitchens the work is booked to that scheme
External Cyclical Repairs (Painting & Windows)	160,000.00	(1,692.00)	10,000.00	(150,000.00)	Tender documentation preparation underway. Aiming for issue January 2018. Most of budget expected to be spent in next financial year
Central Heating System Replacements	545,000.00	83,485.00	175,000.00	(370,000.00)	Significant savings anticipated this year due lower than expected system failures resulting from improved standard of boilers installed over the last few years. A programme of 'just in time' replacements is scheduled to commence in January / February 2018 as system failures become evident during the winter months.
Roof Replacements	532,650.00	5,990.00	15,000.00	(517,650.00)	Stage 1 Section 20 leaseholder consultation complete. Tender preparation currently underway. Indicative programme of tender process and conclusion of leaseholder consultation will result in start on site circa May 2018. Element of works package will be funded through pointing budget as per commentary above. Realignment of budget between financial years will be required.
Damp Works	220,000.00	99,471.00	150,000.00	(70,000.00)	Work continues with a mix of programmed and responsive works including some prevention measures (improving ventilation).
External Door Replacements	130,000.00	13,729.00	25,000.00	(105,000.00)	Tender documentation is currently being prepared in readiness for issue in January 2018. Majority of spend in next financial year
Void Property Repairs	65,000.00	47,109.00	70,000.00	5,000.00	More void work than expected
Fencing Programme	50,232.00	14,634.00	50,000.00	(232.00)	Works due to commence 4/12/17 and scheduled to run until March 2018
St Wilfrid's Court	13,000.00	0.00	13,000.00	0.00	Upgrades to the Lifeline system have not progressed.
Laurie Backhouse Court	28,000.00	(17,069.00)	30,000.00	2,000.00	Tenders now returned.
Environmental Improvement Plan	182,555.00	32,067.00	70,000.00	(112,555.00)	Scheme criteria developed. Seeking input from local community as to areas for improvement
Housing Development Project	53,180.00	34,747.00	34,486.00	(18,694.00)	Savings from the Byram Park Road Flats site clearance
Garage Sites	20,000.00	6,670.00	20,000.00	0.00	Upgrade works on going
Ousegate Hostel	60,000.00	0.00	60,000.00	0.00	Scheme details being drawn up
Footpath Repairs	30,000.00	12,950.00	0.00	(30,000.00)	Programme of inspections now complete. Tender process imminent. Looking to link to estate enhancement budget
Estate Enhancements	133,000.00	16,262.00	133,000.00	0.00	Programme of footpath inspections now complete. Tender process imminent. Looking to link to footpath budget.
Phase 1 Hsg Dev. Byram / Eggborough Bungalows	981,640.00	899,906.00	947,000.00	(34,640.00)	Scheme complete. Retention of £45,908.45 to be released resulting in financial completion and an overall saving
Phase 2 Hsg Dev. Byram Park Road	1,612,000.00	6,123.00	1,612,000.00	0.00	Revised start on site for 19 Feb for 13 properties to complete in approximately 45 weeks.
	6,064,251.00	1,504,376.00	4,084,486.00	(1,979,765.00)	
Total Capital Programme	11,281,974.00	1,999,487.00	8,816,437.00	(2,465,537.00)	

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

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Towns Masterplanning	Angela Crossland	150,000	0	0	-150,000	Executive currently reviewing project in line with budget planning for 2018-19.
Visitor Economy	Angela Crossland	270,000	195,000	206,545	-63,455	Make it York now commissioned to produce VE strategy and action plan. Timeline for action plan due for agreement by February 2018.
Stepping Up' Housing Delivery	James Cokeham	50,000	138	0	-50,000	Project discussed with Local Partnerships, brief developed and draft proposal submitted. Project superseded by significant work on the Council's new Housing Development Programme and is now 'on hold' pending further Portfolio Holder discussions.
Olympia Park	James Cokeham	200,000	0	0	-200,000	The Council has submitted a significant (circa £9m) funding application to the Homes & Communities Agency through their 'Housing Infrastructure Fund'. A decision on this is expected in February-this will clarify the potential use of this funding for due diligence to bring the site forward.
Strategic Sites Masterplanning	James Cokeham	391,755	143,917	148,917	-242,838	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.
Access to Employment	James Cokeham	100,000	0	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 will be 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).
Green Energy	James Cokeham	50,000	0	0	-50,000	Further diligence work on project to be undertaken to produce robust cost/benefit analysis.
Growing Enterprise	James Cokeham	85,000	2,109	19,400	-65,600	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.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Church Fenton Studios	Dave Caulfield / James Cokeham	300,000	0	5,000	-295,000	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).
Business Space & Accommodation Review	James Cokeham	30,000	0	15,000	-15,000	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.
Healthy Living Concepts Fund	Angela Crossland	50,213	4,000	50,213	0	Park Run initiated and now sustained. Drafts for Active Travel projects due. Further spend on the fund will be outlined through a multi-agency health action plan to be completed in early Q4 2017.
Marketing Selby's USP	Mike James	57,914	17,785	57,914	0	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.
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	25,000	20,000	-160,000	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	16,000	60,000	-63,700	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.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	80,000	-35,475	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.
Selby District Housing Trust	Julie Slatter / James Cokeham	30,000	14,000	16,000	-14,000	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.
Sherburn All-Weather Pitch	Angela Crossland	200,000	200,000	200,000	0	Project completed.
		2,384,057	617,949	878,989	-1,505,068	

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Public Session

Report Reference Number: S/17/15

Agenda Item No: 7

To: Overview and Scrutiny Committee
Date: 22 March 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Treasury Management Monitoring Report for Q3

Summary:

This report reviews the Council's Treasury Management Activity for the 9 month period 1 April 2017 to 31 December 2017 and presents performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

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

Borrowing – the council has long term borrowing of £59.3m at 31 December 2017. Interest payments of £2.5m are forecast for 2017/18 (£0.1m allocated to the General Fund; £2.4m to the Housing Revenue Account).

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

The full treasury management report (and Appendices A and B) considered by the Executive on 1 February 2018 is attached to this report at Appendix 1.

Recommendation:

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

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 treasury management information contained in the report enables the Council to monitor its financial position and to ensure that legislative and regulatory requirements were complied with.

1. Introduction and background

- 1.1 Please see section 1.1 of the report considered by the Executive on 1 February 2018 attached at Appendix 1 to this report.

2 The Report

- 2.1 Please see section 2 of the report considered by the Executive on 1 February 2018 attached at Appendix 1 to this report.

3 Legal/Financial Controls and other Policy matters

Legal Issues

- 3.4 None.

Financial Issues

- 3.5 Please see section 3 of the report considered by the Executive on 1 February 2018 attached at Appendix 1 to this report.

Impact Assessment

- 3.6 None.

4. Conclusion

- 4.1 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 monitoring are welcomed.

5. Background Documents

None.

Victoria Foreman
Democratic Services Officer
Selby District Council
vforeman@selby.gov.uk

Appendices

Appendix 1 - Report to the Executive 1 February 2018

Appendix 2 – Appendix B of Report to the Executive

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Selby District Council

REPORT

Reference: E/17/45

Item 6 - Public



To: Executive
Date: 1 February 2018
Status: Key Decision
Report Published: 24 January 2018
Author: John Raine, Head of Technical Finance
Executive Member: Cllr Cliff Lunn, Executive Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Treasury Management – Monitoring Report for Q3

Summary:

This report reviews the Council's Treasury Management Activity for the 9 month period 1 April 2017 to 31 December 2017 and presents performance against the Prudential Indicators. During this period the Council complied with its legislative and regulatory requirements.

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

Borrowing – the council has long term borrowing of £59.3m at 31 December 2017. Interest payments of £2.5m are forecast for 2017/18 (£0.1m allocated to the General Fund; £2.4m to the Housing Revenue Account).

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 Councils treasury activities for Q3 and approve the report.**

Reasons for recommendation

To comply with the CIPFA Code of Practice for Treasury Management, the Executive is required to receive and review regular Treasury Management Monitoring Reports.

1. Introduction and background

- 1.1 Local Government Treasury Management is governed by the CIPFA Code of Practice and in this context is the management of the Council's cash flows, its banking and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. The Council has adopted the Code and complies with its requirements.

2. The Report

- 2.1 The Council's treasury advisors Link Asset Services – Treasury Solutions summarised the key points associated with economic activity in Q3 2017/18 up to 31 December 2017:

- The economy maintained a mediocre pace;
- Employment fell, but there were some signs of a pick-up in wage growth;
- Headline inflation reached its highest since March 2012;
- The MPC hiked Bank Rate for the first time in a decade;
- The Chancellor provided a bigger-than-expected Budget giveaway;
- The European Commission gave the green light to progress to the second phase of Brexit negotiations

Interest Rate Forecasts

- 2.2 The interest rate forecasts (last update 30 September 2017) of Link are as follows:

<i>Date</i>	<i>Bank rate</i>	<i>5 year PWLB*</i>	<i>10 year PWLB*</i>	<i>25 year PWLB*</i>	<i>50 year PWLB*</i>
Current rates	% 0.50	% 1.40	% 1.91	% 2.48	% 2.21
March 2018	0.50	1.40	2.00	2.70	2.40
Sept 2018	0.50	1.50	2.20	2.80	2.60
March 2019	0.75	1.60	2.30	2.90	2.70
Sept 2019	0.75	1.70	2.40	3.00	2.80

* Net of certainty rate 0.2% discount

- 2.3 As anticipated in September 17, the Bank of England Bank Base Rate increased on 2nd November from 0.25% to 0.5% in line with market speculation earlier in the year. The tone from the MPC still indicates that the Bank rate will need to rise, no further bank rate increases are expected until December 2018 at the earliest.
- 2.4 The overall balance of risks to economic recovery in the UK is currently to the downside, with huge variable over the coming few years including what the final form Brexit will take, when finally agreed with the EU and when.

Investments

- 2.5 The investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, the Council's Annual Investment Strategy and Lending List has been aligned to that of NYCC.
- 2.6 NYCC only invests in highly credit rated institutions using the information from Link Asset Services. The approved limits within the Annual Investment Strategy were not breached during the first six months of the year.
- 2.7 The Council's investment activity in the NYCC investment pool up to Q3 2017/18 was as follows:
- Balance invested at 31 December 2017: £56.4m
 - Average Daily Balance 2017/18 up to 31 December 2017: £45.2m
 - Average Interest Rate Achieved up to 31 December 2017: 0.47%
- 2.8 Based on the low bank rate, NYCC's current target for investment returns is 0.4%. Interest rates have remained low throughout 2017 to date and the average rate of 0.47% is above the target. In addition the Council's cash balances remain high which is supporting the interest earned budget.
- 2.9 The Council's budget and current forecast for interest income is as follows:

	Budget	Current Forecast
General Fund	£100k	£190k
Housing Revenue Account	£25k	£63k
Total	£125k	£253k

- 2.10 The Approved Lending List for the NYCC managed investment pool as at 31 December 2017 is attached as **Appendix B**.

Debt and Borrowing

2.11 The Council's outstanding external debt at 31 December 2017 is as follows:

- PWLB: £52.8m
- Money Market Loans: £6.5m
- Total debt: **£59.3m**
- Average interest rate: 4.19%

2.12 It is a statutory duty for the Council to determine and keep under review its 'Affordable Borrowing Limits'. The Council approved Borrowing Limits (including £1.0m for leases) are as follows:

- Operational Borrowing Limit: £76.0m
- Authorised Borrowing Limit: £81.0m

2.13 A list of the Council's approved Prudential Indicators are shown in **Appendix A**. Officers can confirm that the Prudential Indicators were not breached during Q3.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 As set out in the report.

Impact Assessment

3.3 There are no equality impacts as a result of this report.

4. Conclusion

4.1 Whilst the bank rate remains low, investment returns continue to be depressed although high cash balances are supporting the interest earned budget. Based on current performance and future interest rate projections, interest earned is forecast to exceed budget by £128k (£90k GF and £38k HRA) although this will be kept under review as the year progresses.

4.2 The Council operated within its approved borrowing limits over the last quarter and prudential indicators were not breached.

5. Background Documents

None

Contact Details

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

Appendices:

Appendix A – Prudential Indicators as at 30 September 2017

Appendix B – NYCC approved lending list as at 30 September 2017

NYCC Approved Lending List as at 30 September 2017

Maximum sum invested at any time (the overall total exposure figure covers both Specified and Non-Specified investments)

	Country	Specified Investments (up to 1 year)		Non-Specified Investments (> 1 year £20m limit)	
		Total Exposure £m	Time Limit *	Total Exposure £m	Time Limit *
UK "Nationalised" banks / UK banks with UK Central Government involvement					
Royal Bank of Scotland	GBR	75.0	364 days	-	-
Natwest Bank	GBR				
UK "Clearing Banks", other UK based banks and Building Societies					
Santander UK plc (includes Cater Allen)	GBR	40.0	6 months	-	-
Barclays Bank	GBR	75.0	6 months	-	-
Bank of Scotland	GBR	75.0	6 months	-	-
Lloyds	GBR				
HSBC	GBR	30.0	364 days		
Goldman Sachs International Bank	GBR	40.0	6 months		
Nationwide Building Society	GBR	40.0	6 months	-	-
Leeds Building Society	GBR	20.0	3 months	-	-
High quality Foreign Banks					
National Australia Bank	AUS	20.0	364 days	-	-
Commonwealth Bank of Australia	AUS	20.0	364 days		
Canadian Imperial Bank of Commerce	CAN	20.0	364 days	-	-
Deutsche Bank	DEU	20.0	Temporarily suspended	-	-
Credit Industriel et Commercial	FRA	20.0	6 months	-	-
BNP Paribas Fortis	FRA	20.0	6 months	-	-
Nordea Bank AB	SWE	20.0	364 days	-	-
Svenska Handelsbanken	SWE	40.0	364 days	-	-
Local Authorities					
County / Unitary / Metropolitan / District Councils		20.0	364 days	5.0	2 years
Police / Fire Authorities		20.0	364 days	5.0	2 years
National Park Authorities		20.0	364 days	5.0	2 years
Other Deposit Takers					
Money Market Funds		20.0	364 days	5.0	2 years
UK Debt Management Account		100.0	364 days	5.0	2 years

Based on data from 11 October 2017

Prudential Indicators - As at 31 December 2017 APPENDIX B

Note	Prudential Indicator	2017/18 Indicator	Quarter 3 Actual
1	Mid Year Capital Financing Requirement £'000	59,019	57,152
	Gross Borrowing £'000	59,561	59,333
	Investments £'000	38,100	56,400
2	Net Borrowing £'000	21,461	2,933
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%

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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Public Session

Report Reference Number: S/1716

Agenda Item No: 8

To: Overview and Scrutiny Committee
Date: 22 March 2018
Author: Iain Brown, Economy and Infrastructure Manager
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Programme for Growth: Update

Summary:

Selby District Council's Programme for Growth (P4G) was established in 2011 as a means of focussing and managing investment in key Council priorities. This report summarises overall progress on P4G to date, highlights the key messages from the recent LGA Peer Review on P4G, then outlines the next steps for identifying future P4G projects.

Recommendation:

To discuss the content of the report and provide comments on the progress of the P4G projects.

Reasons for recommendation

To strengthen P4G as the Council's critical delivery mechanism for its key strategic priorities as set out in the Corporate Plan and Economic Development Framework and 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-focussed Economic Development Framework which aim to make Selby District 'a great place'.

2 The Report

Completed Programme for Growth Projects

2.1 A number of P4G projects have been completed as set out below:

- Construction of Selby Leisure Village/The Summit (£6m);
- Implementation of 'Ready for Work' Graduate Programme (£31k);
- Purchase of Burn Airfield (£1.8m);
- Support for Sherburn Retail Experience (£100k);
- Commissioning of Economic Development Framework (£50k);
- Completion of new housing at St Joseph Street, Tadcaster (£31k); and
- Improvements to Town Gateways (£4k).

2.2 The completion of these P4G projects has delivered several key outcomes and benefits, these include:

- An increase in physical activity for all age groups;
- Providing employment opportunities for local people;
- Encouraging residents to spend their money in the District;
- The intake of 4 graduates through the Local Government Association's National Graduate Development Programme and the successful completion of this programme;
- A clear understanding of the District's economic priorities and the resources required to deliver them;
- Delivery of 2 homes for affordable rent and 1 market house for sale;
- The installation of artwork on two roundabouts in the greater Selby area, enhancing the visitor experience and generating income through advertising.

2.3 Although tangible and significant successes were achieved, a number of P4G projects were in the process of delivery and were therefore carried over for implementation in Programme for Growth 3 (P4G3) which started in April 2017. They include:

- Healthy Living Concepts Fund (£175k);
- Growing Enterprise (£175k);
- Selby District Housing Trust's Development Programme (£134k);
- Strategic Sites (£285k);
- Tadcaster & Selby Retail Experience (£332k); and
- Empty Homes (£115k).

The current Programme for Growth

2.4 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 and Culture;
 - Housing;
 - Infrastructure; and
 - Business.
- 2.5 The latest progress of the current P4G was reported to Executive on 1 February 2018 as part of the quarterly Financial Updates and Budget Exceptions report. A further update on progress by project since then is included as Appendices A and B to this report.
- 2.6 Approved as part of the budget setting exercise for 2017/18, P4G3 has commenced with a targeted suite of 5 programme themes established including Town Regeneration; Tourism and Culture; Housing; Infrastructure and Business. Work also continues on schemes carried forward from 2016/17 including growing Enterprise; Marketing Selby USP; Strategic Sites and the completion of the Sherburn all weather pitch.
- 2.7 P4G is showing an in year underspend of (£1.8m) due to timing on P4G schemes, there is a corresponding reduction in reserve contributions for this. This money is still committed to be spent in full in future years.
- 2.8 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 and Action Plan, which will shortly be submitted to the Executive for approval;
 - Marketing Selby USP's, including a range of new branding and marketing materials which were launched at November's successful Economic Growth Conference;
 - The Business Space and Accommodation Review, for which specialist commercial property software has been purchased
 - Funding contributions to key District events, including Tour de Yorkshire and Sherburn Craft Festival;
 - Healthy Living Concept Fund, which has supported the initiation of Selby District's first Parkrun at Burn Airfield.
- 2.9 A number of Programme for Growth funded-projects are progressing significantly, but have been paused due to external factors. This includes:
- Tadcaster Linear Park, which has been paused to align with Environment Agency works to the River Wharfe in Tadcaster.
 - The Empty Homes Programme, for which a new programme has recently been adopted by the Executive.
- 2.10 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 projects. This includes:

- Church Fenton Studios, where 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;
 - Growing Enterprise, for which a successful multi-partner event was held in November to engage with over 60 local SMEs and a detailed SME Growth Plan is in development;
 - Olympia Park, for which a detailed Housing Infrastructure Fund (HIF) bid was submitted in September to unlock the site (decision expected by end of January).
- 2.11 Some projects have not yet been initiated, and are being reviewed at the request of the Executive. This includes:
- Stepping Up Housing Delivery, which has been superseded following the adoption of the Council's ambitious new Housing Development Programme;
 - Access to Employment, which will provide critical labour links to key employment locations and will be re-assessed following further business engagement;
- 2.12 The Programme for Growth is showing a forecasted underspend in the year of £1.5m, with a forecasted spend of £879k against £2.4m in the budget.
- 2.13 As illustrated above however, significant progress has been achieved that puts the Council in a strong position to proactively review the Programme for Growth and re-prioritise projects accordingly. This was a key recommendation from the Council's Corporate Peer Challenge in November.
- 2.14 Work is therefore underway, taking on board the clear steer from the Executive to focus on a smaller suite of 'bricks and mortar' projects that will deliver the Council's Corporate Plan and Economic Development Framework, whilst providing a commercial return on investment.
- 2.15 Appendix A provides a financial breakdown of the current programme.

Strengthening management and delivery of P4G

- 2.16 As reported to Scrutiny Committee previously, a number of actions were presented to the Executive on 7 September 2017 to strengthen the management and delivery of P4G3:
- ***Production of a succinct programme guidance note for officers and Members:*** This will clarify the P4G's key themes (already established), strategic context (Corporate Plan/Economic Development Framework), programme outcomes/priorities (businesses supported, homes delivered etc. linked to KPIs in Corporate Performance Framework) and provide clarity on the project brief process for Council officers and Members.

- **Amendment of the Council's standard project brief/PID to create a P4G project brief form:** This form is succinct, effective and well-used across the organisation. It will be slightly amended to ensure project focus and scrutiny on P4G3's themes, strategic context, growth-focussed outcomes and any financial/non-financial returns and appended to the guidance note;
- **Quarterly P4G3 updates to Executive and Overview and Scrutiny Committee:** Updates from the Head of Economic Development and Regeneration to the Executive on overall programme delivery and financial position, followed by corresponding update to Scrutiny Committee. This will allow opportunities to discuss potential carryover of undelivered projects (or 'return to pot'), increase programme transparency and show a cohesive and joined-up approach.

The above mentioned actions were endorsed by the Executive.

- 2.17 The Executive were also asked to endorse governance and decision-making arrangements for P4G3 to ensure a transparent and responsive programme is created. Decision making for budget/funding awards will remain with the Leader and/or Executive. Project Briefs of over £10,000 will be submitted to the Executive for approval, whilst Project Briefs under £10,000 will be approved by the appropriate Director/Head of Service in consultation with the relevant Portfolio Holder through the Council's Scheme of Delegations. Updates on project progress/spend will be monitored through quarterly reporting to the Executive and Scrutiny Committee.

LGA Peer Review

- 2.18 One of the key recommendations from the recent LGA Peer Review (as reported to Executive on the 1 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.'

- 2.19 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."

- 2.20 The report to Executive on the 1 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.
- 2.21 This work is underway as part of the Corporate Plan refresh and we intend to bring a report back to Executive in May 2018. This will include:
- A P4G Prospectus – to give clear guidance to officers and members on the priorities of the programme and how decisions will be taken.
 - A P4G4 programme – outlining the next round of P4G projects for Executive approval.
 - An update on new arrangements for programme and project management.

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 a Corporate Peer Challenge in November 2017, the current Programme will be reviewed and where appropriate 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. In accordance with the approved budget, to date £1m p.a. (£3m in total) has been committed to funding the new Economic Development and Regeneration Service and other internal capacity across the Council 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. A further £1.45m has been allocated to Programme for Growth projects.

- 3.5 The programme is funded by New Homes Bonus (currently up to £880k p.a.), and business rates receipts from renewable energy facilities. At this stage further economic development and other initiatives are anticipated but more detailed work on the proposals is needed. It is therefore proposed to allocate indicative funding at programme level pending formulation of more detailed project options.
- 3.6 Taking account of projects already in train and subject to confirmation of New Homes Bonus and Business Rates receipts, outline proposals for the remainder of the Programme are set out below:

Special Projects/Programme for Growth	2018/19 £000's
Balance brought forward 1 April 2018 (subject to spend in 2017/18 per Q2 Finance Update)	1115
Financed from Special Projects Reserve	8,050
Total Resources	8,165
Estimated project spend/commitments	2,615
Budget available for allocation	5,550

- 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.

4. Conclusion

- 4.1 P4G is the critical delivery mechanism for the Council's ambitious Corporate Plan and growth-focused Economic Development Framework. The above report summarises overall progress on P4G to date and updates Scrutiny Committee on the next steps to respond to the recent LGA Peer Review to strengthen the delivery and management of P4G and ensure greater transparency of the programme.

5. Background Documents

Contact Officer:

Iain Brown
Economic Development and Infrastructure Manager
Selby District Council
ibrown@selby.gov.uk

Appendices:

Appendix A: P4G – Financial Update to 31 December 2017

Appendix B: P4G3 2017/18 Project Schedule – update on progress

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Agenda Item 8 Appendix A

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

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Towns Masterplanning	Angela Crossland	150,000	0	0	-150,000	Executive currently reviewing project in line with budget planning for 2018-19.
Visitor Economy	Angela Crossland	270,000	195,000	206,545	-63,455	Make it York now commissioned to produce VE strategy and action plan. Timeline for action plan due for agreement by February 2018.
Stepping Up' Housing Delivery	James Cokeham	50,000	138	0	-50,000	Project discussed with Local Partnerships, brief developed and draft proposal submitted. Project superseded by significant work on the Council's new Housing Development Programme and is now 'on hold' pending further Portfolio Holder discussions.
Olympia Park	James Cokeham	200,000	0	0	-200,000	The Council has submitted a significant (circa £9m) funding application to the Homes & Communities Agency through their 'Housing Infrastructure Fund'. A decision on this is expected in February-this will clarify the potential use of this funding for due diligence to bring the site forward.
Strategic Sites Masterplanning	James Cokeham	391,755	143,917	148,917	-242,838	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.
Access to Employment	James Cokeham	100,000	0	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 will be 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).
Green Energy	James Cokeham	50,000	0	0	-50,000	Further diligence work on project to be undertaken to produce robust cost/benefit analysis.
Growing Enterprise	James Cokeham	85,000	2,109	19,400	-65,600	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.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Church Fenton Studios	Dave Caulfield / James Cokeham	300,000	0	5,000	-295,000	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).
Business Space & Accommodation Review	James Cokeham	30,000	0	15,000	-15,000	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.
Healthy Living Concepts Fund	Angela Crossland	50,213	4,000	50,213	0	Park Run initiated and now sustained. Drafts for Active Travel projects due. Further spend on the fund will be outlined through a multi-agency health action plan to be completed in early Q4 2017.
Marketing Selby's USP	Mike James	57,914	17,785	57,914	0	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.
Retail Experience - Tadcaster Linear Park	Angela Crossland	180,000	25,000	20,000	-160,000	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	16,000	60,000	-63,700	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.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Forecast Variance £	Update
Empty Homes	June Rothwell / Simon Parkinson	115,475	0	80,000	-35,475	<p>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.</p> <p>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.</p> <p>The Empty Homes Officer is a new role that was created during the recent restructure to drive forward the work on empty homes.</p> <p>Once we have finalised the action plan proposals, they will be presented to the Executive for approval.</p>
Selby District Housing Trust	Julie Slatter / James Cokeham	30,000	14,000	16,000	-14,000	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.
Sherburn All-Weather Pitch	Angela Crossland	200,000	200,000	200,000	0	Project completed.
		2,384,057	617,949	878,989	-1,505,068	

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**Agenda Item 8
Appendix B**

P4G3 2017/18 Project Schedule

Project Theme	Towns Regeneration
Project	Retail Experience: Tadcaster Linear Park
Lead Officer	Angela Crossland
Summary	Improving the leisure and culture experience in the town centre through the development of a riverside children's play area and trim trail
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	180,000
Project Spend to March 2018 (£)	20,000
Progress	The project was paused in Winter 2017 due to remedial works required by the Environment Agency to raise the flood bank. Amey PLC have completed final design work and the confirmed works schedule and outline costings are due on recommencement of the project.

Project Theme	Towns Regeneration
Project	Towns Masterplanning
Lead Officer	Angela Crossland
Summary	Completion of the project will set long term visions and identify improvements needed, with Action Plans
Additional Comments	Projects flowing from the action plans will be subjected to individual business cases
Brief Developed	Drafting
Budget (£)	150,000
Project Spend to March 2018 (£)	0
Progress	Project paused and will be reviewed in line with further P4G project planning. In the meantime, work with Historic England and the Heritage Lottery Fund is in place to build partnership working and to identify key heritage priorities as part of a town vision approach.

Project Theme	Towns Regeneration
Project	Retail Experience: Selby Town Enterprise Partnership
Lead Officer	Angela Crossland
Summary	A partnership of local business and community organisations focused on enhancing Selby's street scene, shopping and leisure experience
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	123,700
Project Spend to March 2018 (£)	10,500
Progress	<p>A 2 year delivery plan has been put in place to deliver the project. The main elements of this are:</p> <ul style="list-style-type: none"> Temporary pop up realm projects Town centre events projects and marketing Town centre coordination Signposting/realm work linked to car park improvements work plan

Project Theme	Towns Regeneration
Project	Sherburn All-Weather Pitch
Lead Officer	Angela Crossland
Summary	Development of an all-weather sports pitch at Sherburn High School to improve community sports facilities
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	200,000
Project Spend to March 2018 (£)	200,000
Progress	Project completed.

Project Theme	Tourism and Culture
Project	Healthy Living Concepts Fund
Lead Officer	Angela Crossland
Summary	A fund to support the initial development of health focused projects to a 'proof of concept' stage which supports longer-term investment in the projects
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	50,213
Project Spend to July 2017 (£)	3,000
Progress	<p>A multi-agency health action plan has now been completed and will be launched.</p> <p>Key projects are identified in the plan to invest in. These will initially focus on: active travel planning, projects with local employers and target families.</p> <p>Funds will be committed within early financial year 2018-19.</p>

Project Theme	Tourism and Culture
Project	Visitor Economy
Lead Officer	Angela Crossland
Summary	The production of a Visitor Strategy, Action Plan and an Events Programme to support key events including the Tour de Yorkshire
Additional Comments	Projects flowing from the action plans will be subject to individual business case. £120k has already been allocated to the TdY for 2017
Brief Developed	Completed & Agreed
Budget (£)	270,000
Project Spend to March 2018 (£)	175,000
Progress	<p>Project completed. Visitor Economy Strategy and Action Plan was agreed at Executive on 1st March 2018.</p> <p>This funding line will close and a refreshed VE P4G fund should be established to support a 3 year delivery plan.</p> <p>2018-19 deliverables will include:</p> <ul style="list-style-type: none"> • Securing tourism development and cultural and creative economy (inc arts and heritage) project management. • Securing support and funding for Selby 950 planning and events. • Establishing visitor information • Benchmarking food and hospitality

Project Theme	Housing
Project	Empty Homes
Lead Officer	June Rothwell / Simon Parkinson
Summary	Building the Council's empty property service in order to bring empty properties back into occupation
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	115,474
Project Spend to March 2018 (£)	0
Progress	A total of 9 empty homes were brought back into use during Q3 - a total of 13 for the first 9 months of 2017/18, against the annual target of 12. Assistance offered has been in the form of advice and shows the value of face to face discussion in many cases. We have also identified a number of long term empty homes where we are considering enforcement action to achieve reoccupation

Project Theme	Housing
Project	'Stepping-up' Housing Review
Lead Officer	Chris Kwasniewski
Summary	A strategic review of housing delivery
Additional Comments	<p>This review established the strategic context to facilitate the delivery of a revised Housing Delivery Programme that was approved by the Council's Executive in January 2018. The Programme will be delivered through the three main pillars of developing small Council owned infill sites; developing larger Council owned sites such as Bondgate and Portholme Road and the acquisition of s106 and 'off the shelf' properties.</p> <p>The Programme will be funded from a combination of s106 commuted sums, capital receipts, HCA grant funding and potentially borrowing</p>
Brief Developed	Completed as part of the Executive approval on the 4 th January 2018
Budget (£)	50,000
Project Spend to March 2018 (£)	0
Progress	<p>The project has been agreed with the Portfolio Holder and the Chairman of the Selby and District Housing Trust.</p> <p>The budget will be used to fund feasibility work such as Title reports, site investigations and valuation reports to support the overall Programme.</p>

Project Theme	Housing
Project	Olympia Park
Lead Officer	Dave Caulfield / Chris Kwasniewski
Summary	The budget has been identified to carry out feasibility work to support the development of the Olympia Park site
Additional Comments	The budget allocated will enable SDC to work in partnership with NYCC and Homes England to deliver a public sector led proposal for housing and employment on Olympia Park – linked to the ‘Stepping-up’ housing delivery review.
Brief Developed	To be developed following the successful Housing Infrastructure bid
Budget (£)	200,000
Project Spend to March 2018 (£)	5,000 – the cost of consultants work on development models has been costed to the Strategic Sites budget
Progress	<p>The Council is working collaboratively with the Olympia Park landowners to prepare a comprehensive masterplan for the whole site.</p> <p>In February 2018 the Council was informed that a bid that it had submitted for £9.878 million investment from Homes England’s Housing Infrastructure Fund had been successful.</p> <p>This will provide a major impetus for the scheme through the construction of the main access road and contribute towards site preparation works</p> <p>The P4G budget will fund essential feasibility work in advance of the scheme starting on site.</p>

Project Theme	Housing
Project	Selby District Housing Trust
Lead Officer	Julie Slatter / Chris Kwasniewski
Summary	Work to support the housing development programme for SDHT to provide affordable rental property in the district.
Additional Comments	n/a
Brief Developed	The scope of the project was agreed as part of a revised Housing Development Programme that was approved by the Council's Executive on the 4 th January 2018
Budget (£)	30,000
Project Spend to March 2018 (£)	14,000
Progress	<p>This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure.</p> <p>The Budget is being used to provide resources to the Trust to support their Development Programme.</p> <p>A scheme to build 5 family homes has now started on site at Landing Lane Riccall and feasibility work has been undertaken to support the potential acquisition of s106 properties..</p>

Project Theme	Infrastructure
Project	Strategic Sites Masterplanning
Lead Officer	Chris Kwasniewski/Iain Brown
Summary	Strategic Sites Masterplanning e.g. Kellingley, Gascoigne Wood, Sherburn Enterprise Park, and sites emerging from early work on the Station Masterplan etc.
Additional Comments	Potential projects emerging from the masterplanning work will be subject to individual business case and may involve some direct delivery by the Council and/or facilitating delivery by or in partnership with the private sector
Brief Developed	Briefs have been prepared on a site by site basis
Budget (£)	391,755
Project Spend to March 2018 (£)	144,467
Progress	<p>Due diligence work on the Olympia Park site has now been completed and this work was used to support a successful bid for funding from Homes England's Housing Infrastructure Fund.</p> <p>Work carried out to date will support the future delivery of the Kellingley Colliery, Sherburn Enterprise Park and Gascoigne Wood sites.</p> <p>Drafting of strategic rail transport reviews have been identified to link with regional strategic reviews by TfN and the Leeds City Region LEP impacts linked to HS2 Growth Initiatives.</p>

Project Theme	Infrastructure
Project	Access to Employment
Lead Officer	Iain Brown
Summary	To pilot a scheme to connect people to work opportunities with potential for this to be targeted toward our most deprived wards
Additional Comments	n/a
Brief Developed	Drafting proposal to support match funding solution for transport solution to key employment areas
Budget (£)	100,00
Project Spend to March 2018 (£)	0
Progress	<p>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.</p> <p>Business Forum Group being established with key employers at the Sherburn Enterprise Park, SDC, Arriva Buses and the WYCA Bus 18 initiative. Led by the Council's Senior Inward Investment Officer - this project will then fund a response (along with, it is envisaged, private sector contributions).</p>

Project Theme	Infrastructure
Project	Green Energy
Lead Officer	James Cokeham
Summary	Planning application and grid connection for a land based scheme at Burn Airfield
Additional Comments	The project builds on the feasibility work done by APSE Energy and would involve securing the grid connection for a scheme on Burn Airfield to enable the project to be 'oven ready' when grid parity is reached
Brief Developed	To be initiated
Budget (£)	50,000
Project Spend to March 2018 (£)	0
Progress	This project will be developed in more detail following recent recruitment in the Economic Development team and Head of Finance's attendance at an APSE demonstration event in Swindon (18/07/17).

Project Theme	Business
Project	Marketing Selby's USP
Lead Officer	Mike James
Summary	<p>To create a library of material that tells a positive story of business in the district, through a series of case studies that can be used to support a wide range of communications.</p> <p>To maximise the audience reach of these stories by building a range of 'advocates' to help push out our material.</p>
Additional Comments	n/a
Brief Developed	Completed & Agreed
Budget (£)	57,914
Project Spend to July 2017 (£)	27,585
Progress	<p>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'.</p> <p>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.</p>

Project Theme	Business
Project	Growing Enterprise & SME Growth Advisor
Lead Officer	Iain Brown
Summary	Continuation of existing project
Additional Comments	n/a
Brief Developed	Draft reviewed with Portfolio holder specific actions are being developed and will be presented for approval during Q2 '18
Budget (£)	140,373
Project Spend to March 2018 (£)	55,373
Progress	<p>Match funding contributions paid to EU Leeds City Region business support programmes - AD:Venture & Digital Enterprise.</p> <p>Both programmes are in full delivery with early results for SDC businesses in match funding support, access to training and specialist business support from specialist advisers.</p> <p>This small business support activity is being scoped to deliver specific business growth results and has been reviewed with the portfolio holder.</p> <p>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.</p>

Project Theme	Business
Project	Business Space and Accommodation review
Lead Officer	Iain Brown
Summary	To review the existing and potential future business space needs for key economic sectors identified in the Economic Development Framework. It will include reviewing the potential in our town centres to support young enterprise through dedicated workspace provision
Additional Comments	n/a
Brief Developed	Scope of work has been drafted and is being prepared for tender.
Budget (£)	30,000
Project Spend to March 2018 (£)	0
Progress	<p>Project brief in development by Senior Inward Investment Officer and procurement options being discussed with the Procurement & Contracts Team. Completed project expected by July 2018.</p> <p>Consideration is being given to a shared project brief with selected neighbouring authorities to assist with managing the project costs and also to create the potential for data benchmarking. But only if it can be contained within the agreed time frame.</p>

Project Theme	Business
Project	Church Fenton Studios enabling
Lead Officer	Dave Caulfield / Iain Brown
Summary	Expansion into major film production centre, building on the success of Victoria and wider interest
Additional Comments	The project is match funded with LEP investment
Brief Developed	Church Fenton Project Steering Group has agreed on a joint approach to jointly fund a Business Plan for the Studios and Create Yorkshire sites. A full scope of work for tender submission will be drafted before end March '18 and presented for approval thereafter.
Budget (£)	300,000
Project Spend to July 2017 (£)	0
Progress	<p>Key Stakeholders, SDC, Makin Enterprises, Screen Yorkshire and YNYER LEP (to be confirmed) have agreed to join fund a sector specialist to deliver a full site Business Plan in support of the full planning application for the Yorkshire Studios site and the Create Yorkshire site. The Steering Group meeting (09/03/18) agreed to progress the requirement as a cornerstone of the planning deliver and to identify the business growth metrics (employment, GVA and sector specialisms) associated with the projects.</p> <p>Competitive analysis and constraints on growth will also be determined to ensure strategic impacts are both timely and cost effective in delivering a sustainable business model for the sector at the CF site.</p>

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Public Session

Report Reference Number: S/17/17

Agenda Item No: 9

To: Overview and Scrutiny Committee
Date: 22 March 2018
Author: Chris Kwasniewski, Housing and Regeneration Manager
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Olympia Park – update on progress and next steps

Summary:

This report seeks to update the Scrutiny Committee on the proactive work that officers from Selby District Council have undertaken with landowners and other key partners to unlock delivery of Olympia Park, a key strategic site for the Council.

Recommendation:

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

Reasons for recommendation

The report has been brought before the Scrutiny Committee to update members on the work completed to unlock the delivery of the strategically important Olympia Park site since the last report to the Committee in September 2017.

1. Introduction and background

- 1.1 The Council's Adopted Local Plan Core Strategy 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).
- 1.2 Members will recall that 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-Goole 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, despite a previous package of financial support being available from the LEPS and Homes and Communities Agency (now Homes England).

- 1.2 On this basis, the consented Olympia Park site is considered to be stalled and does not form part of the Council's current 5 year housing land supply
- 1.3 At the last update to Scrutiny Committee in September 2017 officers reported that other options for bringing this strategic site forward for development were being considered in consultation with the owners of the central and eastern part of the site and other key stakeholders.
- 1.4 These discussions were based on developing a comprehensive, mixed use scheme accessed from the Selby By-Pass and Members were advised that the Council was considering applying for external funding opportunities to accelerate the delivery of the site, including a potential bid to the Homes and Communities Agency's Housing Infrastructure Fund (HIF) that had been launched in July 2017.

2. The Current Position and Next Steps

- 2.1 The Housing Infrastructure Fund had two strands:
 - a. A Marginal Viability Fund of up to £10 million grant funding targeted at lower tier Local Authorities to assist with the delivery of specific sites.
 - b. A Forward Funding element of up to £250 million grant funding focused on strategic and high impact infrastructure proposals that was targeted at Combined and Upper-Tier Local Authorities.
- 2.2 Selby District Council submitted a Marginal Viability Fund proposal at the end of September 2017 to support the delivery of the Olympia Park site based on a comprehensive scheme accessed from the Selby By-Pass This bid was supported by Nigel Adams MP; the York, North Yorkshire and East Riding LEP, Selby College and the landowners/agents who control the central and eastern parts of the site. North Yorkshire County Council submitted a separate Forward Funding proposal to support the delivery of 7 sites in Selby, including Olympia Park.
- 2.2 The Council was advised on the 1 February 2018 that its Marginal Viability bid had been successful based on the £8.878 million requested. The HIF funding may be supplemented by additional investment from the York, North Yorkshire and East Riding LEP (up to £1.2 million agreed in principle) and the West Yorkshire Combined Authority.
- 2.3 The Government is expected to announce the successful Forward Funding schemes later this year, but these bids will be subject to a two stage due diligence process with funding unlikely to be finally approved until 2019. The

Forward Funding bid submitted by North Yorkshire County Council did include additional investment for Olympia Park. Although some of this funding duplicated the Marginal Viability proposals as a contingency, additional investment was targeted at flood mitigation measures, site preparation works, cycle/pedestrian connections to the town centre (including a bridge over the River Ouse) and education provision.

- 2.4 The emerging alternative proposals for the Olympia Park site seek to develop a comprehensive mixed use scheme accessed from the Selby By-Pass. Subject to further discussions with Planning the proposed scheme could deliver up to 1,500 homes, 24 ha of employment land (including some potential higher value uses); a new Neighbourhood Centre, new Primary School and associated open space.
- 2.5 The Marginal Viability Housing Infrastructure Funding will have a major impact on accelerating the delivery of the site, targeting funding at the construction of highway infrastructure; potentially assembling the western part of the site (currently owned by ForFarmers/Three Swans) and contributing to the cost of site preparation works. The specific allocation of funding from Homes England and the LEP will be subject to further discussion.
- 2.6 Although the funding will be routed through the Council, how the work is actually commissioned is still to be determined and will be subject to further discussion with Homes England and the prospective developers of the site
- 2.7 The next stage will be for the Council to respond to final clarification points that Homes England are due to issue in the week commencing the 12 March 2018. Subject to these points being addressed it is anticipated that the funding will be released in the summer of 2018.
- 2.8 The Housing Infrastructure Funding has to be contractually committed by the 31 March 2021. In order to achieve this critical deadline the Council will be working collaboratively with all of the landowners to prepare a comprehensive, integrated plan for the site.
- 2.9 At this stage it is anticipated that a revised planning application will be submitted at the end of 2018 with a view to work on the infrastructure commencing in 2019.

3. Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 The Council has the legal powers to accept the grant outlined in this report. The budgetary framework to accept the grant was approved by The Council at its meeting on the 22 February 2018.
- 3.2 Should the Council need to exercise its powers in terms of site assembly it has powers to acquire land by agreement under both the Local Government Act 1972 and the Town and Country Planning Act 1990. Any land required in

order to implement the scheme which cannot be acquired by negotiation with landowners could require a compulsory purchase order to enable delivery of the scheme.

Financial Issues

- 3.3 The £8.878 million Homes England grant funding will be will be paid to Selby District Council at agreed intervals under section 31 of the Local Government Act 2003, and will be based on progress reports from the local authority. As such Selby District Council will be the Accountable Body for the funding. The £1.2 million funding in principle from the York, North Yorkshire and East Riding LEP will be only be secured if a detailed Business Case is approved.
- 3.4 This HIF funding is for capital works and the acquisition of land and it will not cover staff resources or holding costs if the Council pursues the potential purchase the ForFarmers/Three Swans interests. Assessment of these costs will be undertaken as part of the business case. There is £200k of funding allocated to help deliver Olympia Park in the existing Programme for Growth. .

Impact Assessment

- 3.5 The development of a more comprehensive, integrated scheme for Olympia Park will bring considerable benefits for the town in terms the provision of over 1,000 homes, the consolidation of existing employment on the site and the creation of significant new employment space and new jobs. It will also regenerate a key strategic site and gateway into Selby town.
- 3.6 A scheme of this size will also include the development of new education and community facilities around a new neighbourhood centre, new and replacement open space and replacement allotments. These will benefit both new residents and workers but also benefit neighbouring areas too.

4. Conclusion

- 4.1 The report provides Scrutiny Committee with the opportunity to comment on the work carried out to date, and the proposed next steps, to enable delivery of Olympia Park.

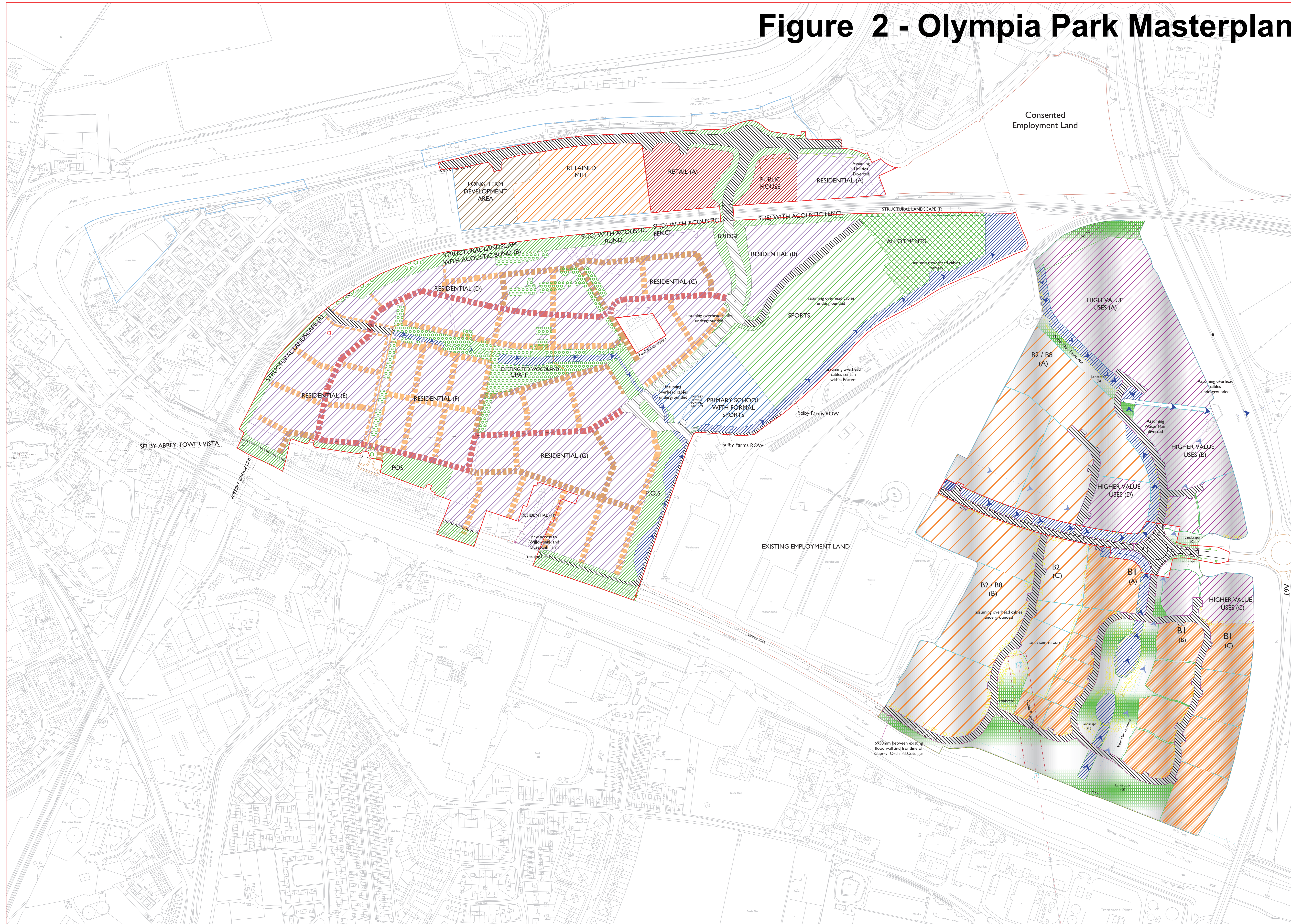
5 Background Documents

Appendix A - Olympia Park – Update on Progress and next steps

Contact Officer:

Chris Kwasniewski
Housing and Regeneration Manager
ckwasniewski@selby.gov.uk
Ext. 42299

Figure 2 - Olympia Park Masterplan



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NOTE* FOR AREAS REFER TO ACCOMPANYING DATABASE

KEY

[Red outline]	APPLICATION BOUNDARY
[Blue outline]	FURTHER LAND IN APPLICANTS OWNERSHIP
[Red diagonal lines]	RESIDENTIAL
[Blue diagonal lines]	RETAIL / PUBLIC HOUSE
[Orange diagonal lines]	PRIMARY SCHOOL SITE
[Green diagonal lines]	RETAINED MILL SITE
[Yellow diagonal lines]	LONG TERM DEVELOPMENT AREA
[Green cross-hatch]	LANDSCAPE
[Green circles]	TPO TREES RETAINED
[Green squares]	SPORTS PITCHES
[Green triangles]	ALLOTMENTS
[Blue wavy lines]	SWALES AND WATER RETENTION
[Blue dashed lines]	NEW HIGHWAY WITH PAVEMENT
[Red dashed line]	INDICATIVE PRIMARY LOOP ROAD
[Orange dashed line]	INDICATIVE SECONDARY STREET
[Blue dashed line]	INDICATIVE TERTIARY STREET
[Blue arrow]	SURFACE WATER DRAINAGE ROUTE
[Blue arrow]	ACCESS ROAD SURFACE WATER DRAINAGE
[Green wavy lines]	EMPLOYMENT LANDSCAPE
[Blue wavy lines]	EMPLOYMENT DRAINAGE
[Blue wavy lines]	EMPLOYMENT B1
[Blue wavy lines]	EMPLOYMENT B2 / B8
[Blue wavy lines]	EMPLOYMENT HIGH VALUE USE
[Blue wavy lines]	EMPLOYMENT use plot area
[Blue wavy lines]	INDICATIVE LAYOUT ONLY

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Revision | 148 | Drawn | DK | Reviewed | | Date | 23AUG12
AMENDED HIGHWAY AND SCHOOL BOUNDARY TO REFLECT DISCUSSION WITH NYCC HIGHWAYS

Revision | 144 | Drawn | DK | Reviewed | | Date | 14MAY12
AMENDED FOOTWAY ARRANGEMENT IN FRONT OF SCHOOL AND AROUND VILLAGE GREEN

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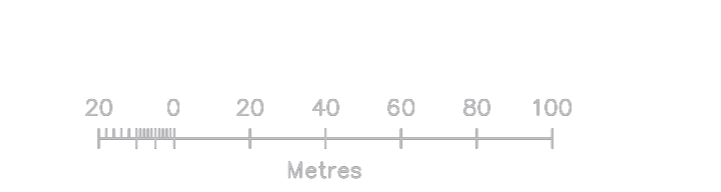
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PLANNING

Client Name	BOCH PAULES Ltd			
Project No	3540	Project Title	Olympia Park, Selby	
Drawn By	DK	Checked By	HB	Scale
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				architects
				Date
				AUGUST 2012
Drawing No.	0100-0230	Drawing Title	OLYMPIA PARK MASTERPLAN WITH APPLICATION BOUNDARY	Revision
				148
File Path	P3340-DG-DRAWINGS\ELC\OURMENT			

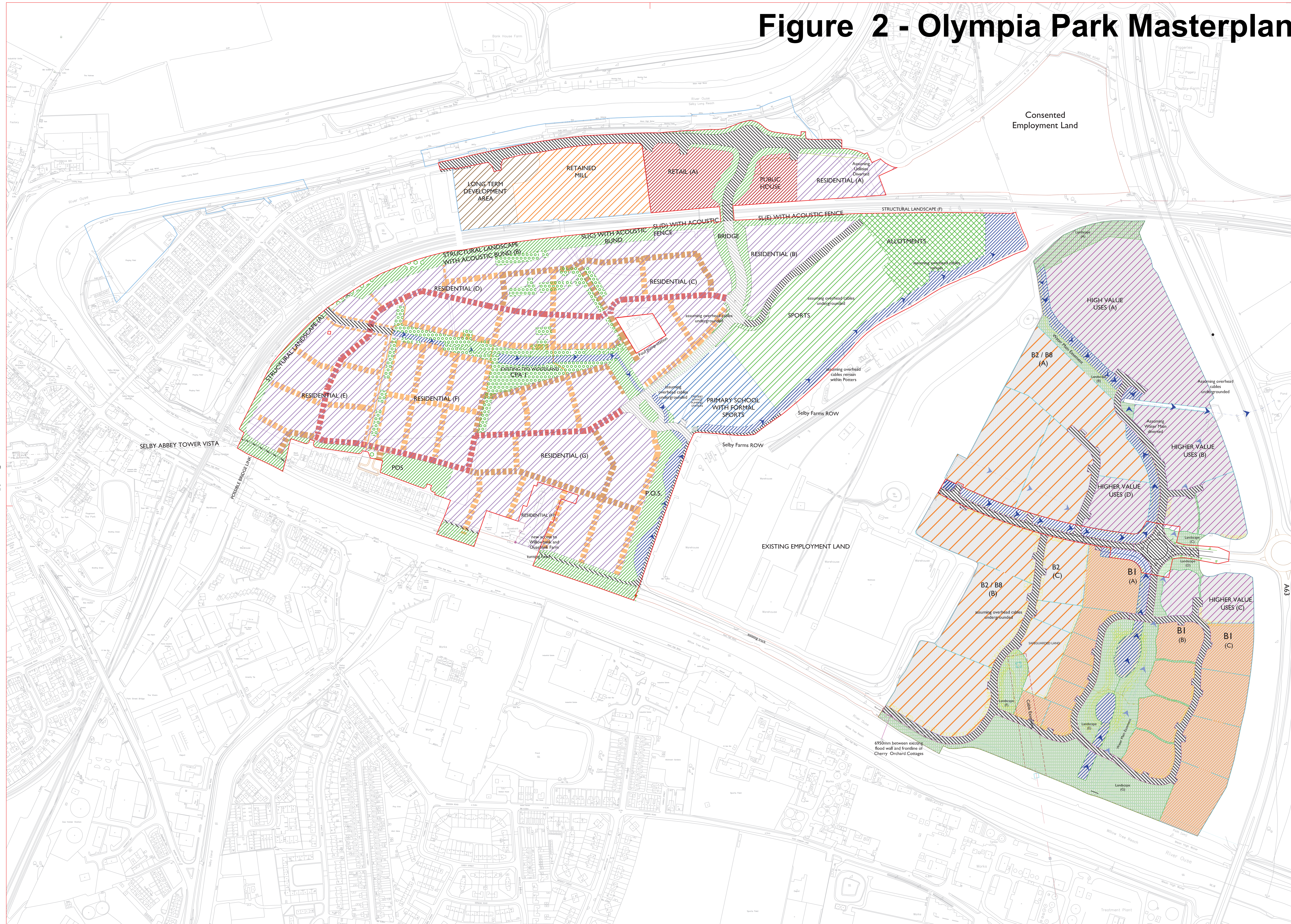
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Figure 2 - Olympia Park Masterplan



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NOTE* FOR AREAS REFER TO ACCOMPANYING DATABASE

KEY

- APPLICATION BOUNDARY
- FURTHER LAND IN APPLICANTS OWNERSHIP
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T: 01924 873873 F: 01924 870777 www.spawforths.co.uk mail@spawforths.co.uk

PLANNING

Client Name
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Project Title
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Drawn By
DK

Checked By
HB

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Division
architects

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Drawing No.
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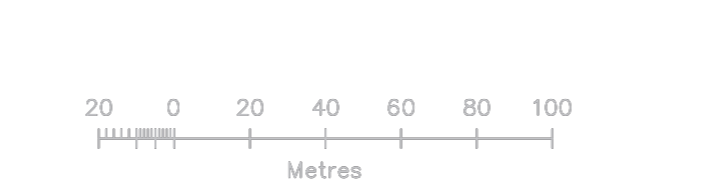
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OLYMPIA PARK MASTERPLAN WITH APPLICATION BOUNDARY

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Public Session

Report Reference Number: S/17/18

Agenda Item No: 10

To: Overview and Scrutiny Committee
Date: 22 March 2018
Author: Victoria Foreman, Democratic Services Officer
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Corporate Peer Challenge Feedback and Next Steps

Summary:

The LGA delivered a Corporate Peer Challenge on behalf of Selby DC in November 2017. We have now received the final Feedback Report. The Feedback Report contains a number of recommendations for how we could improve.

We have committed to use the Peer Challenge as a tool for improvement and have developed an Improvement Plan in response to the findings and recommendations of the LGA team.

On 1 February 2018 the Executive approved the Improvement Plan subject to any comments made by full Council. The report and the Improvement Plan considered by Council on 22 February 2018 are attached to this report at Appendices 1, 2 and 3.

Recommendation:

Scrutiny Committee is asked to consider the contents of the report and make any comments on the Corporate Peer Challenge, with a particular focus on the Peer Review's recommendations around strengthening and improving scrutiny at Selby District Council.

Reasons for recommendation

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The report enables the Committee to consider the findings of the Corporate Peer Review and the subsequent recommendations, particularly around strengthening scrutiny at the authority.

1. Introduction and background

- 1.1 For the detailed information regarding the Corporate Peer Challenge please see section 1 of the report considered by the Council on 22 February 2018 attached at Appendix 1 to this report.

2 The Report

- 2.1 For the detailed information regarding the Corporate Peer Challenge please see section 2 of the report considered by the Council on 22 February 2018 attached at Appendix 1 to this report.

3 Legal/Financial Controls and other Policy matters, including Impact Assessment

- 3.4 None.

4. Conclusion

- 4.1 The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance in a number of areas. The Committee's comments and observations on the Corporate Peer Challenge are welcomed, particularly on the recommendations around strengthening scrutiny at the Council.

5. Background Documents

None.

Victoria Foreman
Democratic Services Officer
Selby District Council
vforeman@selby.gov.uk

Appendices

Appendix 1 - Report to Council 22 February 2018
Appendix 2 – Corporate Peer Challenge Feedback Report
Appendix 3 – Improvement Plan

**Public Session**

Report Reference Number: C/17/28

Agenda Item No: 17

To:	Council
Date:	22 February 2018
Author:	Stuart Robinson, Head of Business Development & Improvement
Lead Officer:	Stuart Robinson, Head of Business Development & Improvement
Executive Lead:	Mark Crane, Leader of the Council

Title: Corporate Peer Challenge Feedback and Next Steps**Summary:**

The LGA delivered a Corporate Peer Challenge on behalf of Selby DC in November 2017. We have now received the final Feedback Report. The Feedback Report contains a number of recommendations for how we could improve.

We have committed to use the Peer Challenge as a tool for improvement and have developed an Improvement Plan in response to the findings and recommendations of the LGA team.

On 1 February 2018 the Executive approved the Improvement Plan subject to any comments made by full Council. The report and the Improvement Plan are now being presented to Council for discussion.

Recommendations:

- i. The Council consider the attached Feedback Report.**
- ii. That Council consider the attached Improvement Plan and provide comments.**

Reasons for recommendation

The primary purpose of the Peer Challenge was to support Selby DC to deliver its stated objectives and meet residents' aspirations. Delivering on the seven key recommendations made in the report will help ensure this happens. Being open and

transparent in how we do this will help ensure we get stakeholders – including Members - bought into our continuing improvement and delivery.

1. Introduction and background

1.1 The LGA delivered a Corporate Peer Challenge on behalf of Selby DC in November 2017. The LGA team spent 3 days onsite between 14 – 16 November, during which they:

- Spoke to more than 85 people including a range of council staff together with councillors and external stakeholders;
- Gathered information and views from more than 45 meetings, visits to key sites and additional research and reading; and
- Collectively spent more than 250 hours to determine their findings – the equivalent of one person spending nearly 7 weeks in Selby DC.

The team presented initial feedback on the last day followed by a draft report.

2 The Report

2.1 The LGA team have now produced their final Feedback Report (see Appendix A). The Report contains seven key recommendations:

1. ***Refresh the Corporate Plan on an annual basis and ensure the wording and language is reflected in other corporate documents.*** *This will ensure there is read-through between what the vision is and what is being delivered and achieved.*
2. ***Council action plans should be reviewed to focus on a shorter number of key actions and a clearer steer provided to staff on what needs to be delivered, by when and by whom.***
3. ***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.***
4. ***Review and improve scrutiny arrangements to ensure that there is healthy and adequate challenge within the Council to help with improvements***
5. ***Develop more effective mechanisms to provide wider and up to date insights into customer and residents' aspirations and needs. This will ensure that service developments and transformations are based on accurate information about needs and wants.***
6. ***Strengthen internal and external communication to ensure key messages are clearly communicated and successes celebrated. This will ensure that everyone is aligned to the agreed priorities, can easily understand their role in the delivery of these and that the 'Selby Brand' is well established.***

7. *Develop a more strategic approach to organisational and workforce development to pull together how the Council will attract, retain, support, develop, recognise and reward its people to meet its priorities.*

- 2.2** An Improvement Plan has been developed in response to the seven recommendations and other issues raised in the Feedback Report (see Appendix B)
- 2.3** In line with the stated intention to use the Peer Challenge as a mechanism to affirm current progress and identify areas for improvement, an Improvement Plan has been developed. The Improvement Plan addresses not only the seven key recommendations (see para 2.1) but also responds to additional matters highlighted by the LGA within the body of the Feedback Report, including:
- Ensuring economic growth and development delivers improved outcomes for local people;
 - Exploring further options for 'Better Together' projects;
 - Reviewing CEFs;
 - Reviewing Executive portfolios to ensure clarity of responsibilities;
 - Reviewing the governance framework around officer decision making to empower officers to make appropriate decisions;
 - Exploring opportunities to work with voluntary and community sector partners to improve and deliver services at the grassroots level; and
 - Accelerating the emerging digital and transformational agenda.
- 2.4** It should be noted that many of the actions included in the Improvement Plan are already identified in service area work plans. However, we have taken the Plan as an opportunity to prioritise these actions.
- 2.5** Council's views on the Improvement Plan are now sought. It is proposed to monitor progress on delivering the Improvement Plan via quarterly Corporate Performance Reporting which is considered by both Executive and Overview and Scrutiny.

3 Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1** None.

Financial Issues

- 3.2** Delivery of the Improvement Plan should be achievable within previously agreed budgets. Where additional funding is required, further reports will be produced to support decision making.

Impact Assessment

- 3.3** Equality, Diversity and Community Impact Assessment screening will be carried out for each key improvement action as required

4. Conclusion

- 4.1** Peer Challenge is one of the primary tools in the LGAs work to support councils to self-improve. Implementation of the attached Improvement Plan will help ensure Selby DC takes advantage of the opportunity provided by the recent Peer Challenge and addresses the identified areas for improvement.

5. Background Documents

None.

Contact Officer:

Stuart Robinson
Head of Business Development & Improvement
srobinson@Selby.gov.uk

Appendices:

Appendix A: Corporate Peer Challenge Feedback Report
Appendix B: Improvement Plan



Corporate Peer Challenge

Selby District Council

14th – 16th November 2017

Feedback Report

1. Executive Summary

Selby District Council is an ambitious council with a good overall understanding and awareness of the opportunities and challenges the place brings. There is strong political and managerial leadership with a sound financial base supporting the protection of front-line services.

The Council is ambitious to grow the local economy and this is clearly shared by elected Members, staff and the Council's strategic partners with a strong sense of purpose behind it. Everyone the peer team spoke to was signed up to the growth agenda and recognised the need to balance the delivery of this ambition with the day to day delivery and protection of front-line services.

The building blocks to deliver economic growth in Selby district are clearly in place and opportunities have been identified to support the delivery. Partnerships are strong and there is clear commitment from the Council and its partners to maximise the opportunities the local area can bring. Partners are heartened by the commitment shown by Council staff to the agenda they have signed up to and as a result they are also committed and have signed up to that same agenda.

The Council's Better Together Programme with North Yorkshire County Council is working well, has achieved some good outcomes and has the potential to deliver even more. The peer team was impressed by this programme and would encourage the Council not to lose sight of the opportunities that can arise by developing this programme of work further.

Members and officers know Selby district the place and are as one in understanding their priorities in order to make a difference. There has been a "sea change" at Selby District Council with members and officers now "aligned to the vision going forward". Priorities are clearly articulated in the corporate plan and the clear focus on economic growth demonstrates a desire to develop a new economic future for the area which could have significant economic and social benefits.

Members and officers work well together and there is evidence that the Council's stated values are embedded within the organisation. There has been change in the managerial leadership of the organisation recently and this is now leading to the Council becoming a more confident and secure organisation. There is good understanding of the nature and scale of the challenges the Council faces and the political and managerial leadership team has grasped these in a positive way. There are good trusting relations between senior Members and staff and clarity of understanding of Member and officer roles and responsibilities.

Staff at Selby District Council are knowledgeable, committed, enthusiastic and open to new ways of working. Partners commented that they find Council staff to be "personable and approachable", open to new ways of working and who now act as facilitators to the delivery of their shared vision.

In moving forward, the peer team would suggest that the Council should "keep it simple" when developing its strategic plans and should always be clear about what is important

and communicate this internally and externally. If strategic plans are kept simple then everyone will understand what the key messages are, what the priorities are and how they will be delivered. In essence, key stakeholders will find it easier to align themselves to helping with the delivery of them.

The peer team would also recommend the Council to strengthen the relationship between strategy and benefits to local communities by promoting a consistent yet simplified, message which clearly spells out the benefits of economic growth for local people and how the quality of their lives could be improved in the future. This should be backed up by robust outcome targets against the ambitions. Delivery should be monitored and performance managed against the agreed outcome targets.

The peer team found the Council to be an emerging organisation that is now settling down into its newly focused role with an abundance of energy and commitment. Therefore, in order to harness this energy into the future the peer team would recommend a more strategic approach to organisational development that recognises success and achievements and celebrates these together.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

- 1) ***Refresh the Corporate Plan on an annual basis and ensure the wording and language is reflected in other corporate documents.*** This will ensure there is read-through between what the vision is and what is being delivered and achieved.
- 2) ***Council action plans should be reviewed to focus on a shorter number of key actions*** and a clearer steer provided to staff on what needs to be delivered, by when and by whom.
- 3) ***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.
- 4) ***Review and improve scrutiny arrangements*** to ensure that there is healthy and adequate challenge within the Council to help with improvements
- 5) ***Develop more effective mechanisms to provide wider and up to date insights into customer and residents' aspirations and needs.*** This will ensure that service developments and transformations are based on accurate information about needs and wants.
- 6) ***Strengthen internal and external communication to ensure key messages are clearly communicated and successes celebrated.*** This will ensure that everyone is aligned to the agreed priorities, can easily understand their role in the delivery of these and that the 'Selby Brand' is well established.

- 7) ***Develop a more strategic approach to organisational and workforce development*** to pull together how the Council will attract, retain, support, develop, recognise and reward its people to meet its priorities

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Selby District Council were:

- **Garry Payne** (Chief Executive, Wyre Borough Council)
- **Councillor Neil Clarke** (former leader of Rushcliffe Borough Council)
- **Tracy Aarons** (Deputy Chief Executive, Mendip District Council)
- **Steve Capes** (Head of Regeneration and Policy, Derbyshire Dales District Council)
- **Frances Marshall** (Adviser, LGA)
- **Satvinder Rana** (Programme Manager, LGA)

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to Councils' performance and improvement:

1. *Understanding of the local place and priority setting*: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
2. *Leadership of Place*: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. *Organisational leadership and governance*: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. *Financial planning and viability*: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. *Capacity to deliver*: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, the Council asked the peer team to comment on how well it is achieving its stated vision of making the Selby district 'a great place'; re-assurance about the Council's capacity to transform the way it operates to ensure future sustainability; a view on how well the Better Together arrangements with the County Council are working - specifically to deliver the aims of making the best use of joint assets and to join up services across both councils; and to give a view on how realistic and achievable the Council's plans to enable growth and investment in the district are and whether they deliver the required outcomes.

The peer challenge team has attempted to address all these points within the main body of the report.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a Council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 3 days onsite at Selby District Council, during which they:

- Spoke to more than 85 people including a range of Council staff together with Councillors and external partners and stakeholders.
- Gathered information and views from more than 45 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 250 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Selby District Council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (14th – 16th November 2017). In presenting feedback, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

Selby District Council is an ambitious council with a good overall understanding and awareness of the opportunities and challenges the place brings. It is seen as a leader among the North Yorkshire districts which engages positively with its stakeholders and understands its place and potential. The ambition for economic growth is clearly shared by elected Members, staff and strategic partners. The Leader and the Chief Executive are driving the growth agenda through visionary leadership within the Council and advocacy with external stakeholders. There will always be a need to bolster understanding of this agenda by continuously engaging with all Members, officers and partners.

Members and officers have an intuitive understanding of Selby district the place and are able to articulate what the key opportunities and challenges are. However, the data that sits behind this understanding is perhaps lacking. There is therefore potential to develop a better understanding of the community's needs by collating appropriate data through, for example, residents' surveys. This can then be used to support the intuitive understanding of the place and local communities; as well as assist with evidence-based decision-making.

There is clarity of ambition for the place with clear priorities articulated in the Corporate Plan 2015-2020. However, the actions that sit beneath this plan need to be refined and shorter in number. Some of the action plans that the peer team saw and reviewed contained numerous steps which were not really actions but rather statements and intents. The number of activities set out in action plans are broad and wide ranging and there is a danger that the Council could lose focus and spread its capacity too thinly. The peer team would therefore recommend that the Council should break down its programme of activities into annual priorities for delivery with a clear picture of the expected outcomes, particularly as they relate to the quality of people's lives. This will enable the Council to better sequence activities, performance manage them and deploy its capacity more effectively by tackling the things that are most important first.

The Council's economic growth ambitions are clearly articulated in the Economic Development Framework 2017–2022....and beyond, which has 3 key strategic priorities, 7 priority growth sectors and a focus on unlocking 5 key sites for development, developing skills in the local population and regenerating market towns. The task now should be to fine-tune the strategy and communicate it among Members, staff, partners and the community to ensure wide and deep buy-in to the new vision, which is critical. The Programme for Growth supporting this framework needs to be more clearly aligned to the key priorities and the proposed actions need to be clearly defined, agreed, articulated and communicated internally and externally. This was a specific request from business partners, community groups and elected Members to enable them to understand why the Programme of Growth has been developed as it has.

Furthermore, the relationships between strategy and benefits to local communities could also be strengthened and the vision communicated more consistently. The vision and economic ambitions are talked about in a number of documents, but there should be better read-across these and the ambitions condensed down into simple messages. This will help business partners to align their efforts to the priorities and will help local communities to better understand, in simple form, what it is that the Council and its partners are trying to achieve and how they are investing in the local area. This will require strengthening outcome targets and performance management against ambitions to demonstrate how the vision and economic growth are delivering outcomes for local communities.

4.2 Leadership of Place

There is a very clear focus on economic growth in Selby district and this is a key driver for the Council and its partners. Partnerships are strong and relationships with strategic partners, including North Yorkshire County Council, the business community, Selby College and the two Local Enterprise Partnerships (LEPs) - e.g. Leeds City Region and York, North Yorkshire & East Riding LEPs - are good. The Council is very well regarded by the two LEPs and is seen as “punching above its weight”, “a place to do business” and a “leader in the sub-region”. It has secured a substantial infrastructure loan to kick-start the Sherburn2 business park development and funding for the Olympia Park. Importantly, it has cleverly cultivated relationships so that it remains aligned with both LEPs.

The very strong and positive comments from partners place Selby district in a very good position. For example, it has clear aspirations for growth, its LEPs are saying some really positive things about the way the Council delivers services, and its business partners are signed up to the ambitions for the local area – all these point to a great opportunity for the Council to maximise its relationships and move forward with its ambitions and plans.

Nevertheless, the Council’s ability to deliver its ambitions still needs to be demonstrated. So whilst people see some Members and officers as leaders in the locality and at the forefront of some things, the Council as a whole needs to more clearly articulate what it is hoping to achieve, when it is going to do it and what has been achieved. This will help to increase its credibility around delivery among its citizens and partners.

The Better Together programme is a productive partnership between Selby District Council and North Yorkshire County Council. It is underpinned by strong working relations between the District Council and County Council which sees the Chief Executive of Selby District Council also engaged as an Assistant Chief Executive at North Yorkshire County Council. The programme has streamlined operations, created opportunities, and brought a raft of tangible benefits to both Councils. The programme is seen as setting a blueprint and partners are hopeful that other districts will follow suit and join in. All the evidence the peer team saw pointed to an impressive programme that is working and delivering benefits, and it is surprising that other districts are not taking advantage of that. However,

regardless of whether other districts come on board or not the peer team would recommend that the two existing partner organisations should continue with it as it is clearly working.

There is positive change in the Council's cultural thinking and this is reflected in the way elected Members, senior officers and managers go about their business. Members, and in particular the Leader, have been described as committed, supportive and understanding. They are passionate about their communities and the place and have a good understanding of the issues that need to be addressed. The peer team was particularly impressed with the work being done by the Community Engagement Forums (CEFs) within their communities through the creation of partnership boards, localised development plans and money from the Community Fund for small-scale local projects and initiatives. There is great potential in using the CEFs to bolster the Council's engagement with local communities and develop its capacity for the future. In doing so, thought should be given to resourcing implications and the need to ensure CEF plans reflect aspirations of all.

4.3 Organisational leadership and governance

There is strong political and managerial leadership supported by good governance and decision making arrangements across the Council. Executive members have a good understanding of their portfolios and the new management team has brought a positive dynamic into the organisation which has improved staff morale.

However, greater clarity of responsibilities is needed where portfolios overlap, for example delivery of economic growth. There will always be overlap with portfolio holders, particularly if your ambitions are around inclusive growth, as that can make it very difficult to separate out the responsibilities of portfolio holders. Nevertheless, a little more thought needs to be given to bring more clarity so that officers understand who they need to brief and who they need to approach to get a decision.

The relationships between Members and officers at all levels are open, honest and effective. This evidences the 'One Team Selby' approach and is playing out to the Council's advantage among its external partners and providing a secure foundation for staff to deliver quality services. The peer challenge team came across clear and compelling evidence that the Executive and the management team are working very closely and effectively together.

The peer challenge team was impressed with the quality of staff they met. They were motivated and enthusiastic about the future. Staff morale is good and they are "proud to work for the Council". This is sending out a really positive message to external stakeholders and thereby fostering greater confidence in the organisation. In order to further motivate staff and increase productivity, the peer team would encourage empowering staff to make decisions and enable them to operate with more autonomy and greater accountability. Staff are open to this and

are quite prepared to be subject to greater accountability if that decision making process is delegated down to.

There are good examples of internal and external communication such as monthly staff briefings, suggestion boxes, blogs, celebration events, conferences, etc. However this can be improved by ensuring messages are clearly communicated from top-to-bottom and vice-versa; and appropriate monitoring to ensure there are no blockages. This was the view of staff and partners who said “sometimes messages get through but sometimes they don’t due to blockages at certain levels”. The Council should therefore collectively ensure that messages, ideas and views are able to filter from top-down and bottom-top.

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.

4.4 Financial planning and viability

The Council is in a strong financial position and has had a significant financial windfall from business rates. It holds healthy levels of reserves, although nearly £10m has been utilised to pay off the Pension deficit in 2017. Even so, this still leaves significant reserves from business rates for which the plans are not yet clear. The Council therefore needs to take advantage of the windfall and its favourable financial position to generate revenue streams so as to ensure future financial stability. By using this money in a really effective and sustainable way it will help the Council’s financial position, particularly if government grants are reduced in the future. Having adequate income streams will enable the Council to continue delivering services and fulfilling its ambitions for growth.

The Medium Term Financial Strategy (MTFS) is reviewed annually and is realistic with appropriate risk levels identified. There are robust financial management arrangements in place and external auditors have issued an unqualified audit opinion on the Council’s financial statements.

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.

There has been financial investment in the corporate priority of economic growth, for example through the enhancement of the economic development team. This is sending out a clear message that the Council is serious about its economic growth ambitions and is becoming more business orientated. Whilst this needs to continue it is also important to ensure that the political and managerial leadership team does not lose sight of the fact that there is a whole suite of services to be delivered which the public need and want now.

There is evidence of significant savings delivered by the Better Together programme with further projected savings by 2021. Cashable savings to date of approximately £400k with a further £1m identified for delivery by 2020 demonstrated the value of this programme. This is in addition to the non-cashable benefits of increased resilience in service delivery and economies of scale through shared services, focused and joined up delivery of services at a community level through the community hubs, innovative platforms for customers and communities to access Council services, and better asset management.

4.5 Capacity to deliver

The Council has aligned its organisational capacity to enable it to deliver against its strategic objectives. Some key service areas have seen increased resources for example the economic development team. However, capacity of other key service areas such as Planning should be regularly reviewed to ensure the delivery of corporate objectives. All Council services will be important to the people of Selby district and they will rightly expect them to be adequately resourced. Regular reviews of capacity should ensure that there is no negative impact on what the Council is trying to achieve for Selby district and its people.

The Council is now settling into its newly focused role and has an abundance of energy and commitment. Staff are geared up to grasp the opportunities and address the challenges that the Council and the local area present. The peer team would therefore encourage the Council to harness this energy into the future through a more strategic approach to organisational development that recognises success and achievements and celebrates these together. Our recommendation is that the Council explores how it can further develop its approaches to recruitment and retention, staff appraisals, rewards, communication and engagement, and training and development. Studying the results of the recently conducted staff survey would be a good point to start this process.

Externally, there are good relationships with strategic partners and plans are being developed to set up an Economic Partnership with the business community and a single development team approach on key development sites with North Yorkshire County Council. This is to be commended as it will help in moving the relationships from one of consultation and engagement to one where joint delivery is planned and implemented.

There are also good working relationships with the parish and town Councils as well as the voluntary and community sector which help to deliver some local services. Nevertheless, there is potential to develop this approach further and boost the Council's capacity. These partners are up for doing more by working in partnership with the Council to improve and deliver services at the grassroots level. The peer team would therefore encourage more open conversations with them on what needs to be done and how they can help to deliver. By further developing its working relationships with these partners the Council will not only be able to maximise the resources and expertise that come from them, but can also secure ownership of the vision for the place at the grassroots level.

In addition, accelerating the emerging digital and transformational agenda will help unlock efficiencies and service improvements further. The Council has already made some headway in developing innovative access platforms for customers and communities through the Better Together programme. However, there is potential for this to be developed further through more up to date technologies aimed at not only customer facing aspects of services but also how staff manage their work on a day to day basis through more mobile and flexible working.

4.6 Other comments on specific focus areas

The peer team was impressed with the recent work on economic development which is starting to pay dividends. For example, 2,000 more people are in work with ambition to create even more jobs. Business partners were very clear that Selby district was a place they wanted to invest in and it was a place where they were going to deliver some very tangible projects. They are very ambitious for the area and the Council needs to ensure that it plays an important part in that delivery. But more importantly the Council rightly deserves to take the credit for the part it plays in that process of delivery by ensuring, for example, more timely responses to planning applications.

Elected Members and officers have a key role to play in the delivery agenda going forward. For example, actions need to be developed to retain skilled and qualified people within the area. This will mean working with local businesses to identify the type of jobs they will be bringing to the area and then working with schools, colleges and other training providers to develop the appropriate skills among local young people. This will also entail making families and young people aware of what the opportunities are likely to be and helping them to position themselves to fill those jobs.

Although relationships with the two LEPs are good, they are at present at the project level and need to be developed at the strategic level so that Selby district is embedded in the LEP strategic framework. This may mean greater strategic involvement of the Council in the work of the LEPs around inclusive growth and the industrial strategy. It can do this by promoting Selby district's strategic development sites so they appear in the future plans of one or both the LEPs.

The successful 'Selby District Growth Conference' has galvanised excellent working relationships with the business community. Partners spoke very highly of that Conference and would welcome continuing dialogue with the Council. The peer team would therefore suggest that the Council develops that kind of engagement further so that targeted meetings with key investors, businesses and training providers are held regularly to engender greater interaction and joint delivery of corporate objectives.

In order to deliver inclusive growth and ensure the health and wellbeing of existing and future communities there should be an appropriate range of housing stock, investment in skills, town centres and villages to maximise the benefits of the growth agenda. Economic growth should translate into both social and economic benefit for local people. The Council will need to make sure that local families are aware of the opportunities that may be coming in the future. By working with the business community, schools, colleges and training providers the Council can ensure that the demographics of the local population remain in balance and that money earned locally is kept locally to help the area to continue growing.

The growth ambitions should not therefore simply be about the square footage of land that will be developed but what outcomes will be achieved for the local area and the people who live there. To help achieve this will mean making sure that the right type of houses are built in the right place for the right people; that opportunities to gain the necessary skills are available locally; and that towns and villages are regenerated whilst making sure the local environment is protected and attractive. This will make people want to stay in Selby, to work in Selby, raise their families in Selby and invest in Selby.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). His contact details are: Tel: 07747 636 910 and Email mark.edgell@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all Councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2022.



Satvinder Rana
Programme Manager

(On behalf of the peer challenge team)

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APPENDIX B

Corporate Peer Challenge – Improvement Plan

Formal Recommendations:

1. Refresh the Corporate Plan on an annual basis and ensure the wording and language is reflected in other corporate documents.
2. Review Council action plans to focus on a shorter number of key actions.
3. Better define and articulate the Programme for Growth and its governance processes.
4. Review and improve scrutiny arrangements to ensure that there is healthy and adequate challenge within the Council to help with improvements
5. Develop more effective mechanisms to provide wider and up to date insights into customer and residents' aspirations and needs.
6. Strengthen internal and external communication to ensure key messages are clearly communicated and successes celebrated.
7. Develop a more strategic approach to organisational and workforce development.

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Ref.	Action	Lead	By when
Recommendation 1: Refresh the Corporate Plan annually and ensure wording and language is reflected in other corporate documents. Improved prioritisation will ensure we focus our attention on the most important areas and ensure there is read-through between what the vision is and what is being delivered and achieved.			
CPC1.1	Develop a priority-led, SMART 2018/19 Delivery Plan for the Corporate Plan 2015-20	S Robinson	April 2018
CPC1.2	Set robust outcome focussed targets aligned to the Delivery Plan and incorporate into quarterly Corporate Performance Monitoring.	S Robinson	June 2018
CPC1.3	Publish Annual Report 2017/18	S Robinson	July 2018
CPC1.4	Develop new Corporate Plan for 2020 and beyond	S Robinson	Sept 2019
Recommendation 2: Review Council action plans to focus on a shorter number of key actions. SMARTER action plans will ensure we deliver against our refined priorities and a provide a clearer steer to staff on what needs to be delivered, by when and by whom			
CPC2.1	Agree corporate suite of Action Plans	Leadership Team	March 2018
CPC2.2	Review and update agreed Action Plans to deliver revised priorities – and incorporate into performance monitoring	ALL	May 2018
Recommendation 3: Better define and articulate the Programme for Growth and its governance processes This will help provide clarity on what the priorities are and how their delivery will be managed – supporting delivery and future sustainability			
CPC3.1	Define and prioritise projects to be funded by P4G as part of the Corporate Delivery Plan and monitor through Corporate Performance arrangements.	Directors	April 2018

Ref.	Action	Lead	By when
Recommendation 4: Review and improve scrutiny arrangements.			
More effective Scrutiny arrangements will help ensure that there is healthy and adequate challenge within the Council to help with improvements			
CPC4.1	Review existing arrangements and report recommendations to Executive	G Marshall	April 2018
CPC4.2	Develop proposals for revised arrangements and implement	G Marshall	April 2018
Recommendation 5: Develop more effective mechanisms to provide better insight into customer and residents' aspirations and needs.			
Wider and more up to date insight will improve our understanding of the views of Selby residents and ensure that service developments and transformations are based on accurate information about needs and wants.			
CPC5.1	Update Customer Strategy	A Crossland	March 2018
CPC5.2	Develop the Council approach to making best use of business intelligence – including expanding the availability and effective use of robust customer insight - to support effective decision making.	A Crossland/ S Robinson	June 2018
Recommendation 6: Strengthen communication to ensure key messages are clearly communicated and successes celebrated.			
Stronger internal and external communication will ensure that all stakeholders are aligned to the agreed priorities, can easily understand their role in the delivery of these and that the 'Selby Brand' is well established.			
CPC6.1	Develop a Communications Plan for 2018/19 aligned to the priorities included in the 2018/19 Corporate Delivery Plan	S Robinson	May 2018
CPC6.2	Develop new approaches to recognising and celebrating success – and communicating this internally and externally.	S Robinson	March 2018
CPC6.3	Develop further communications tools – e.g. website, intranet, community messaging, social media etc – and mechanisms to ensure messages, ideas and views filter from top-down and bottom-top	S Robinson	June 2018
Recommendation 7: Develop a more strategic approach to organisational and workforce development.			
This will pull together how the Council will attract, retain, support, develop, recognise and reward employees to ensure we are resourced to deliver our priorities			
CPC7.1	Develop a strategic Organisational & Workforce Development Plan	S Robinson	June 2018

Additional Recommendations:

Ref.	Action	Lead	By when
Additional Recommendation: Economic growth and development that delivers improved outcomes for local people			
ADD1	Ensure the principles of inclusive growth are embedded in the Economic Growth Framework – focusing on the outcomes that will be achieved – and develop a SMART, focused Delivery Plan.	D Caulfield	April 2018
Additional Recommendation: Explore further options for 'Better Together' projects			
ADD2	Explore further options for 'Better Together' projects with NYCC; with other districts; and with NYCC and other districts together.	K Cadman/ Leadership Team	Sept 2018
Additional Recommendation: Review CEFs			
ADD3	Undertake a review of the role of CEFs to include more targeted engagement and decision making of local residents/groups and agree in advance of re-contracting.	A Crossland	July 2018
Additional Recommendation: Review Executive portfolios to ensure clarity of responsibilities			
ADD4	Review Executive portfolios in line with development of the Corporate Delivery Plan – ensuring each priority action has a lead portfolio holder - to ensure clarity of responsibilities	G Marshall	April 2018
Additional Recommendation: Review governance framework around officer decision making to empower officers to make appropriate decisions			
ADD5	Review governance framework around officer decision making to empower officers to make appropriate decisions	G Marshall	June 2018
Additional Recommendation: Explore opportunities to work with voluntary and community sector partners to improve and deliver services at the grassroots level.			
ADD6	Explore opportunities to work with voluntary and community sector partners to improve and deliver services at the grassroots level.	A Crossland	March 2019
Additional Recommendation: Accelerate the emerging digital and transformational agenda			
ADD7	Develop and implement the Roadmap for the Digital Strategy 2017-20	S Robinson	March 2020

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Public Session

Report Reference Number: S/17/19

Agenda Item No: 11

To: Overview and Scrutiny Committee
Date: 22 March 2018
Author: Angela Crossland, Head of Community, Partnerships and Customers)
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place)

Title: Tour de Yorkshire 2017

Recommendations:

- i. To note the content of the report;
- ii. To consider future involvement in shaping the Council's approach to managing major cycle events in the District.

Reasons for recommendation

To ensure that the Council's approach to major cycle events in the district remains in line with the corporate plan priorities, to make Selby District a great place to do business, enjoy life and make a difference, and to deliver great value.

1. Introduction and background

- 1.1 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 does not enter the district in 2018.
- 1.2 The race is growing significantly in international attraction, not only from spectators and avid amateur cyclists, but through the calibre of participants. 2015 saw Sir Bradley Wiggins in Selby, and Tadcaster's 2017 start hosted the appearance of a growing range of male and female talent such as Thomas Voeckler and Lizzie Deignan.

- 1.3 The Welcome to Yorkshire (WtY) impact analysis (Appendix A) and Infographic (Appendix B) are attached and paint a picture of a growing interest in the now, 4 day event. The event could identify unique spectator numbers close to 2.2 million with an anticipated spectator spend of £64 million. The local aggregate data from this analysis is unfortunately too small to provide solid impact evidence (approximately 50 surveys). However, the wider year on year increase in attention is demonstrated and shows the significance of the event to the region. A Selby District impact and legacy report was completed in September 2017 to support the larger event review and is attached at Appendix C. It reflects on a wider connotation as to how the event has benefited the local area and shows the positive and vibrant impact of the day.
- 1.4 The Selby report gives a view of the day itself and a range of different ways in which the district has benefited and learned from the event. It identifies that there is a significant level of commitment required to host an event, by a range of partners and the community. The longer term benefits to the area from this effort are seen through how it shines an international spotlight on our place and raises the ambitions of local residents to aspire to more for the district, both in terms of local events but in creating an attractive place for repeat visitors. The report has embedded video from local businesses reflecting on how the event has raised the local profile.
- 1.5 Key headlines from the report are:

Spectators – numbers were considered slightly higher than usual festival events for the town (circa 5,000) with a spike at race start times, not including spectators on race routes out of the town. The whole race suggested a spectator volume of 2.2m.

Financial – a financial breakdown of running the events is highlighted within the impact report. It shows that the return on investment is not always financially driven but does indicate that local groups and charities benefit both financially on the day and through raised profile. Businesses had a mixed response with some feeding back best ever takings, whilst others felt expectations could have been managed better. The report has an embedded video with response from three businesses regarding the event.

Welcome to Yorkshire event impact analysis from the whole race showed increase in visitor spends across the three days being significantly higher as each year progresses. Welcome to Yorkshire figures show a 6.5% increase in accommodation related spend and a 9% increase in non-accommodation spend since 2016 (up 36% and 22% respectively since 2015). The data at local level was too low to disaggregate; a point which has been fed back to WtY for any future evaluation engagement and there may need to be a consideration to commission local evaluation as part of any future involvement in the race. Learning from this has been applied to support other local events such as the Sherburn Craft and Food Festival to use impact reporting and tools such as eventIMPACTS.

Social media/promotional profile – the report reflects an unprecedented level of exposure for the race. Internationally, a broadcast reach of 536m with 9.7m TV viewers from Eurosport and ITV4 shows the level of exposure brought to Tadcaster on the day – a PR value which is outside of the reach of our usual influence. Local records of media impressions on the day were again unprecedented and reached 43,000 across social media sources. Information on the district was also held on the council website which recorded 25,000 views in the 2 months prior to the race. The promotional work also highlights business response to hosting the race. Business support sessions were also held locally to gain interest in supporting the race, both by Welcome to Yorkshire and through local business forums. A great deal of the social media impressions were also focused on community life and efforts to decorate the town.

Community Safety – although large numbers are involved in attending such events, there is no discernible change in crime and anti-social behaviour during the period. The council gained a good reputation with delivery partners through managing a safe and engaging event.

Community Engagement – community engagement on the day is shown as proactive and positive. This is key to embracing the event and can offer much more to the area in terms of demonstrating the vibrancy of our place as well as potentially bringing on board investment for the day, or through legacy events and activities. This section not only identifies how the community established events, decorations and competitions but focuses on the legacy of the race and how it has inspired others in the district to offer vibrant and ambitious events, such as the Sherburn Craft and Food Festival and the Selby Arts Festival. The report shows Selby sportive funds raised £20,000+ although since the report was written, this has moved closer to £50,000. Tadcaster has established its own entertainment committee and some of the local businesses have grown their focus as a cycle friendly town to attract repeat visitors.

2. Future Events

- 2.1 The Tour de Yorkshire is a major cycling event for the region. Although the race does not pass through the District in 2018, we should be prepared to consider further involvement in the race in future years and ensure that Selby District maintains a regional presence alongside neighbouring authorities. Since the impact reports were completed, Welcome to Yorkshire, British Cycling, UK Sport and the Department of Culture, Media and Sport have secured the UCI World Cycling Championships for the region in 2019. This shows how a larger focus on the area as a top cycling destination is apparent. Whether as host or as a race route, the council should consider the district's appetite to showcase the area once again.
- 2.2 In doing so, the scrutiny committee may wish to consider what role it wishes to play in considering the key benefits of hosting such events and how the committee may wish to influence any future design and development of the council's approach to such events and its evaluation.

3 Legal/Financial Controls and other Policy matters

Legal Issues

- 3.1 In hosting a start or finish for the TdY, this would require the Council to enter contractual agreements with the Ameer Sports Organisation. This has previously been the case when hosting the TdY.

Financial Issues

- 3.2 Hosting a start or finish event for the TdY does require a level of financial support to ensure appropriate safety and event management provisions are in place. Future hosting should include a potential investment of approximately £150,000, whether as sole or partner contributions. The SDC report outlines what the financial input was for 2017 for the race and also for the community event. The investment for the start at Tadcaster was supported through the Programme For Growth (P4G) fund. The community event benefited from P4G through infrastructure support (i.e. safety management) but also shows an outline of small income generation through stall sales, donation and Town Council support which was fed back into the local community.

4. Conclusion

- 4.1 The Tour de Yorkshire is an internationally significant race which is growing in strength and popularity. The attached documentation should give the committee an overview, from a variety of perspectives, as to how such a large scale event benefits the district and the issues that need to be addressed to ensure it is successful. Whilst requiring investment, the race brings a sharper focus to the district as a great place to enjoy life, right in the heart of Yorkshire. The district should consider future opportunities to be involved in such major cycling events. The Scrutiny Committee now have an opportunity to help influence the direction of how a large scale event can be further delivered in the district.

Appendices:

Appendix A: Welcome to Yorkshire TdY 2017 impact analysis

Appendix B: Welcome to Yorkshire TdY 2017 Infographic

Appendix C: The Tour de Yorkshire in Selby District – Impact and Legacy Report 2017

Contact Officer:

Angela Crossland, Head of Community, Partnerships and Customers
Selby District Council
acrossland@selby.gov.uk



The Impact of the 3rd edition of Tour de Yorkshire

The race was held between 28th April and 30th April 2017 over a total of 490km. The towns which hosted the starts and finishes were:

Date	The Stage of....	From..	...To	Distance
Friday 28 th April	The Coast & Wolds	Bridlington	Scarborough	173km
Saturday 29 th April	Historic Market Towns	Tadcaster	Harrogate	122.5km
Sunday 30 th April	The Yorkshire Terrier	Bradford	Fox Valley, Sheffield	194.5km

Race spectators

2.2 million spectators watched the three days of the race. Many of these spectators attended more than one day of the race.

86% of spectators were Yorkshire residents; 14% from elsewhere in the UK and abroad.

Spectator spend

Total spending by all spectators amounted to **£63,516,377**. This is broken down into:

	2015	2016	2017
Accommodation	£20,303,754	£25,951,797	£27,625,971
Non-accommodation	£29,407,682	£33,053,034	£35,890,406
TOTAL	£49,711,436	£59,004,831	£63,516,377

Accommodation spend is up 6.5% in 2016 and 36% on 2015.

Non-accommodation spend (food & drink, transport etc) is up 9% on 2016 and 22% on 2015.

Overall spend is UP **8%** on 2016.

Impact of other attendees

This is the spending of the athletes, journalists and officials who were directly involved in the race

£365,400

Total impact £63,881,777 (report as £64 million)

Spectator survey

The survey was conducted by independent research agency GRASP, involving over 3,000 respondents using two methods; in person at each stage of the race and online. Report by Leeds Beckett University.

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THE RACE

2.2M

2.2 MILLION
SPECTATORS ROADSIDE

490KM

490KM OF YORKSHIRE'S
FINEST ROADS AND SCENERY

252

252 WORLD CLASS MEN
AND WOMEN RIDERS

PRIZE

ONE OF THE MOST LUCRATIVE
RACES IN WOMEN'S CYCLING

36

36 TOP TEAMS FROM
AROUND THE WORLD

MEDIA

180

180 GLOBAL TERRITORIES
BROADCAST THE RACE LIVE

549

549 GLOBAL
BROADCASTERS

296M

296 MILLION
PRINT REACH

536M

536 MILLION
BROADCAST REACH

9.7M

9.7 MILLION GLOBAL
TV VIEWERS ACROSS
EUROSPORT AND ITV4

ENGAGEMENT

110.3M

110.3 MILLION
TWITTER REACH

3.06M

3.06 MILLION PAGE VIEWS ON
LETOURYORKSHIRE.COM IN
THE MONTH OF THE RACE

702,000

702,000 FILM VIEWS

7M

7 MILLION
FACEBOOK
REACH

158

158 COUNTRIES
VISITED THE
WEBSITE



Tour de
Yorkshire

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The Tour de Yorkshire in Selby District: Impact and Legacy Report 2017

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4. [Reflecting on impact](#) *page 7*
5. [A district-wide legacy, cycling and beyond](#) *page 15*
6. [Conclusion](#) *page 20*

1. Introduction

by Cllr Richard Musgrave, Selby District Council, Lead Member—Housing, Leisure, Health and Culture

The Tour de Yorkshire (TdY) is a key event in our county's calendar. It has shown over the past three years how Yorkshire is a place with an international platform, showcasing the best of our people, our county and our talent.

Selby District is at the heart of Yorkshire and has been a key feature of Stage 2 of the race; a starting platform in 2015 and a 2 day race route in 2016.



As TdY has grown, so has the ambition and appetite across the county to celebrate the race, including Selby District's involvement in the fantastic and vibrant race start at Tadcaster in April 2017.

Selby District Council (SDC) has played a driving role in securing the race in the district.

We have done this to take an ambitious approach to delivering on the commitments in our Corporate Plan 2015-20; to generate a vibrant economy and place. Our main objective in supporting high quality, large profile events is to make the district a great place to:

- **Do business** – promoting our area, bringing recognition to our local range of businesses and providing them with an international platform
- **Enjoy life** – to raise aspirations of what we can achieve; to introduce new culture and health and well-being activity that provides a lasting legacy of an active district
- **Make a difference** – to ensure the community has a say in shaping the way we deliver services, activities and events

We also need to ensure that we bring the best value to our district for the work that we collectively do, not only from council investment but understanding how this boosts support from other local and national benefactors. We believe TdY helps us do just that.

This report also reflects upon the third Tour de Yorkshire at Tadcaster; a unique experience built from a unique set of circumstances, to rebuild a town and show it at its best after a difficult and devastating period in its long and cultured history. It also reflects on what has happened in our communities since the TdY's inception and what the legacy, cycling and otherwise, has brought.

None of this would be achievable if it were not for the ambition and can-do attitude of our local business and communities. Thanks must go to a vast array of partners, schools, businesses and local individuals who have supported the event over the last 3 years. It should not be underestimated how many people wanted to be involved to make this such a special day.

2. Executive Summary

The report reflects how Selby District Council has provided a foundation of support in order for the district to be able to showcase the best of our place. Through various methods of investment, facilitation and empowerment, SDC can show the impact of hosting large scale events such as the Tour de Yorkshire in its widest sense.

“What a day!!”

It shows that impact can be well quantified by the response and energy of our independent community groups and their desire and ability to continue a legacy of high quality, vibrant events and activities.

It shows that the district has gained a good reputation amongst partners and event organisers as safe, well-organised and able to deliver; key ingredients in organisers wanting to return to the area, and in unlocking wider investment in the visitor economy agenda.

“We all thoroughly enjoyed the whole experience, a great day for the Town.”

What we have learnt is that in order to be ambitious, aspiration and capacity to deliver do not come without their challenges, or need for investment. There has to be recognition that there will not always be an immediately quantifiable return for investment in such events, but that the wider impact needs to be seen on the place where we live. Investment in a longer term approach to spectator and entertainment events can begin to be seen over the last three years of events, showing increases in our community resilience, independent growth of activity, as well as the unlocking and growth of external financial support to the area.

Key messages throughout the report identify:

- The Council, partners and community can deliver well organised, high quality events
- Initial financial backing is required to unlock other interest and investment and show the District as ‘open for business’ – whether that be financial or through dedicating wider resources and commitments
- Community involvement is essential and spurs momentum to aspire to achieve and deliver more
- We can reach new and wide ranging audiences to promote the district;
- The district is a safe, attractive place to live and enjoy



“My family thought it was spectacular.”

3. Tadcaster 2017

Saturday 29 April 2017 saw Selby District Council host the Stage 2 start of the Men’s and Women’s races for the Tour de Yorkshire in Tadcaster. The women’s race is a relatively young race, quickly well established and highly regarded, attracting large crowds, worldwide viewing and some of the top athletes in the sport.

So why bring the Tour de Yorkshire to Tadcaster?

Selby District Council backed the bid for Tadcaster to take part in the race, as part of long-term efforts to support the town following the floods in 2015, which led to the collapse of the main bridge.

Councils from across the county had bid for a start or finish for the race. When Welcome to Yorkshire announced the intention for Tadcaster to host the Stage 2 start it was a clear recognition of what the international event could do for the area.

“Tadcaster did itself proud hosting the Tour de Yorkshire and proved an exemplary start location. The crowds were huge and the way local businesses and residents embraced the race was wonderful to see.

Following the horrendous flooding in 2015, which literally split the town in two when the iconic bridge collapsed, we wanted the Tour de Yorkshire to help reunite the community and give Tadcaster a real celebration of its amazing spirit.

It was a special moment in the town’s history when the world’s male and female riders set off across Tadcaster Bridge and we are delighted the Tour de Yorkshire has boosted morale and revitalised everyone’s spirits.”

Sir Gary Verity, Welcome to Yorkshire

Generate local income

Spurs further events and ideas

Include local businesses and communities

So why invest?

Capitalise on national and international platforms

Show the strength and vibrancy of our communities

The Day Itself—In Pictures

Tadcaster wasn't just satisfied with having this great international race as the main attraction. A fantastic range of community events were also the highlight of the day!

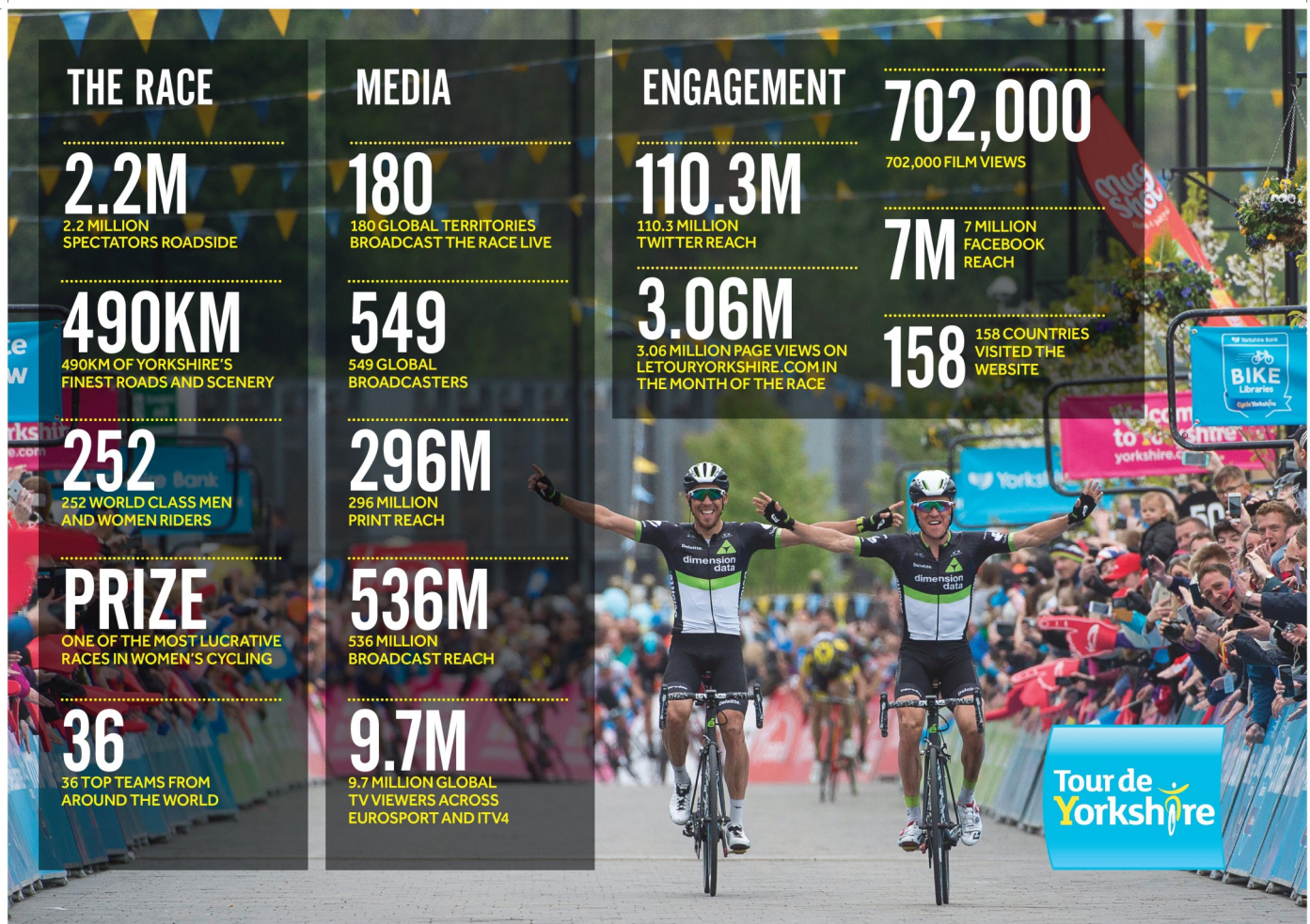


Spectators and residents have fed back that the events and activities were fantastic, engaging and really showed how the community have been involved. The starts for each race were used to champion local people and school children and give them the best and most memorable experiences.

4. Reflecting on Impact

The whole Tour de Yorkshire event:

Welcome to Yorkshire have released their [results](#) on the impact the race has had across the three day event. This third year has shown a year on year increase in spectators, media exposure and understanding of the wider economic benefit for Yorkshire.



In 2013 a benefits report on cycling* identified how the success of high profile events such as the Olympics and the Tour de France impacts on a wide range of benefits. It does have to be considered that, at that time, the cycling industry was considered to be worth approximately £2.9 billion; as well as reflecting on how cycling can unlock other positive impacts on health, transport and the environment. TdY can only have enhanced the benefits with year on year increases recorded in engagement and interest.

*JMP Consultants Ltd, 2013: 'The Benefits of Investing in Cycling—An Evidence Base ' Cycle Yorkshire

So how many spectators?

With a whole TdY estimated spectator number standing at 2.2 million, a further year of substantial spectator growth, we anticipated a high number of spectators in planning the event. The race is getting more popular each year both for cycling fans and as a great day out to the start and finish areas. To ensure a safe environment, local event safety plans were designed to be able to withstand up to 10-15,000 people and at a time of national threat levels being enhanced.

Anecdotally it was felt the static number (spectator numbers in place at any one time) was closer to 5,000 for the pinnacle of the race with a reduction on this number to those who then remained within the area once the races had started. However, the flow of spectators throughout the day would suggest that the overall footfall to be managed could be considered higher than 5,000.



Estimated numbers for open access events are extremely difficult to ascertain and event control planning must consider adapting safety resources to deliver a safe event. This was not only a point of consideration for Tadcaster but across all stage events. Regional debriefs on the events have discussed what the pattern of attendance and crowd behaviour now looks like after three years of delivery. Local areas need to be prepared for large numbers at key points of the race. A lesson for preparing the community events around the race would suggest managing crowd numbers at a slightly higher than average local attraction level.

Financial Considerations

The table below illustrates the cost of 2017 delivery. It cannot consider the full extent of providing for the event in general (e.g: costs to other partners, first responder services etc). There is no direct, financial return for the council from delivering the race element of the event. The community event was significantly larger than the 2015 Selby start. It gained an income from sales and donations of £800. This fund remains within the community and will be used as part of a wider legacy fund which was started from the bridge opening celebrations in February 2017. This fund will be used to create a calendar of further events in Tadcaster.

Race and community support SDC financial breakdown

Tadcaster Community Event Working Group Report Tadcaster & Rural CIC financial breakdown

Description	Amount (£s)	Description	Amount (£s)
ASO CONTRACT CONTRIBUTION	100,000	ENTERTAINMENT/ACTS	1,180.61
EQUIPMENT RENTAL (inc safety)	17,420	EQUIPMENT RENTAL (exc safety)	2,367
EVENT MANAGEMENT FEES (inc safety)	14,451	EVENT MANAGEMENT FEES (exc safety)	579.31
MARKET SPECIAL PROMOTIONS	2,741	MARKET SPECIAL PROMOTIONS	717.83
GENERAL OFFICE EXPENSES	28	PROGRAMMES	870
Total Cash Expenditure	134,640	Total Cash Expenditure	5,714.75
		Programme Income	2970
		Tadcaster Town Council donation	1400
SDC Cash Contribution	120,000	Stall Sales	2200
Total Cash Income	120,000	Total Cash Income	6570
Variance +/-	-14,640	Variance +/-	,855.25

Financial and staffing resource investment in the race has been in line with the costs associated with hosting the event in 2015, with a slight increase required to manage security across the race and community events. There is a recognition across the county, that as the weekend event grows year on year, so does the ambition of the offer.

What has been more apparent in 2017 than in 2015 is that of the impact of limitations on gaining sponsorship for the day. The community event was able to manage a positive variance on expenditure through sales of programmes and stalls although the contractual elements related to sponsorship on the race route meant restrictions for SDC and the community event organisers on income generation through sponsorship and advertising. This did reduce the appetite of local firms, both large and smaller enterprises to invest, although the day did provide an opportunity for local traders to potentially capitalise on the community event.

Charity and fundraising

The day also offers wider opportunities for the community to support its own initiatives as well as raise profile and funds for charities. Below are just some examples of benefit from the day.

For the Alzheimer's Society:

Heineken Brewery cycle race: £11,000

Local businesses including Power Plus Autos and Genesis Hairdressing raising at least £1,900 with raffles and activities to support the cause

Alzheimer's Society volunteer bucket collectors: £705.09



**Tadcaster
businesses raised
£13,600 for the
Alzheimer's Society**

“It has been a pleasure being a part of what I thought was such an inspiring and uplifting day. I received so many positive comments throughout the event.”

St Mary's Church had a great day of bell ringing, interactive prayer and tea and cakes, also raising £708.



Social media explosion!

We wanted to make sure that the communications on Tour de Yorkshire and its impact didn't stop at the event. We worked with a Tadcaster-based production company to produce [video content](#) which shows the views of some local businesses and volunteers as well as the vibrancy of the day itself.

Our communications plan for race day was based on previous experience of supporting the event, with staff on the ground creating local content, supported by a central feed on our live channels. We know from other work that video content has a much higher reach, so our strategy was to upload video shorts of key aspects of the day, supported by a range of image stills.

- Our TdY social media posts were consistently the best performing in terms of audience reach, with the top five TdY Facebook and Twitter posts recording a combined reach of **over 50,000 impressions*** and posts on race day recording over 43,000 impressions. To put these into context, we would normally expect to see the highest-rated engagement posts to record a reach of around 1,000 – 2,000. Engagement rates for updates on race day: 43,128. **This is unprecedented for a single day.**
- We commissioned high quality film for the first time to help tell the story, which increased the reach of our messages. This included a film which has explored some of the legacy of the race for local businesses.
- We created a central point of contact on our website for race information, which was viewed by over 1,000 unique visitors, supported by information on the website homepage carousel, which was **viewed 25,000 times** during the two-month lead-in.

**'Impressions' is a measure of the number of times a post appears in someone's news feed.*



On the day—international exposure

TdY content has recorded our highest ever engagement rates. Here are the statistics for April 2017:

Top Facebook posts in terms of engagement

2.8k - TdY sharing of decorated shop fronts and homes
3.2k - TdY community at the heart of the race
4.7k - TdY race information



Top 5 Tweets in terms of engagement

12,311 - TdY sharing of decorated house
10,432 – TdY Tadcaster community at the heart of the race
6,955 – TdY spectator guides available in the area
5,515 – TdY spectator and local information
4,272 – TdY general lead in



In other months:

January 2017 – combined reach of over 3,500 impressions for an update advertising the business support sessions.

February 2017 – top rated Tweet of the month was a call to action to support Tadcrafters, with a reach of over 11,000.

In March, the launch of the TdY competition was the top rated Tweet of the month, with an engagement rate of over 10,000, supported by a reach of nearly 2,000 on Facebook.

TdY Race weekend (27 April - 1 May) Supplied by Welcome to Yorkshire

@letouryorkshire Twitter

Potential Reach: **99.42** million accounts Organic Reach: **4.8** million accounts

Mentions: **34,040** Retweets: **11,940** Favourites: **21,910**

#TDY, #WTDY, #TourdeYorkshire, Tour de Yorkshire all trended on Twitter.

TdY Facebook

653,000 film views **7,074,793** reach **432,821** engagements

19,332 page views **3,972** page likes

letouryorkshire Instagram:

17,106 likes (7,817 in 2016 so **+119%**)

50,000 views of our Instagram stories



Letouryorkshire.com website

1,900,828 page views **466,265** unique visitors Traffic from **158** countries (top 5 were UK, France, Spain, Netherlands and USA)

Safe Events, Safe Communities

The district and the town remain one of the safest places to live in the country. There were no event related crimes or anti-social behaviour. This was a large event in a time of concern and international threat, without any incident.

North Yorkshire Police, North Yorkshire Fire and Rescue Service, Yorkshire Ambulance Service and North Yorkshire County Council Highways provided essential planning support from the offset. In addition, Gladstone Events Management and Willow Business Support brought their expertise from previous cycle race involvement to ensure the safe planning and execution of the event.

Hidden away at the event was a control hub, supported by the Riverside Primary School and NYCC Emergency Planning Team. The hub's role is to constantly oversee the well-being of racers and spectators ensuring any risks are managed and emergencies can be effectively responded to. The hub was coordinated by Selby District Council and feedback from all partners involved was one of a highly organised approach.

The Tadcaster event was well organised and safely delivered. The district is developing a great reputation for doing large events safely and in collaboration with the community and other key partners (Police, Highways, Ambulance).

North Yorkshire Police reported that they saw no trends or crime spikes in the Selby district or across the wider North Yorkshire areas affected by this or previous editions of the tour.

We want to promote how community events can be set up in a safe and enjoyable way.

Check out our [events management guide](#) and how Safety Advisory Groups can support community delivery.



Travelling to and from the race

We looked at any changes to vehicular access to the area. Comparing A64 traffic flows for 2016 and 2017 show a limited change in race and non-race days behaviour on major road routes. Car parks allocation for the district's race experiences from 2015 to 2017 would also suggest use under usual capacity.

Comprehensive information on public and private travel planning is essential to ensure the town can continue to function during large scale events.

Reflecting this alongside traffic management on other race route areas, this seems to suggest local changes in behaviour to prepare and accommodate for the disruption the event can bring. In the main, many normal journeys are not made or people leave their cars at home and walk/cycle. Certainly, a number of spectators chose to cycle to the event, moving on through the Tour de Yorkshire route throughout the weekend.



Community Engagement

The Tadcaster community event was run by a community working group in conjunction with Willow Business Support as SDC project management. It involved a wide group of representatives. This was a similar, yet larger response to the 2016 race coming through the District, where local parish councils and community groups took the opportunity to create exciting and vibrant activities for all to engage with.

“Community spirit was unparalleled. Everybody clubbed together. This is before and afterwards.”

Quickly engage community groups to understand what local strengths and ambitions are. It will be different for different areas of the district. Support how they wish to contribute.

5. A district wide legacy, cycling and beyond

We need to see this year's race as part of the wider legacy that the Tour de Yorkshire has helped bring to the area. This section is about what TdY has brought us since 2015, not just 2017. Seeing the TdY as a catalyst for



developing activity in the district shows the exciting journey the district is on to make the area a great place to live. It provides clear evidence that a large profile event such as this is a springboard to other event action and unlocking investment.

Towns and villages had previously embraced the benefits of having the high profile event in the area and Tadcaster was no exception. This is seen not only in cycling itself but also in the development of local business and ideas for further attractions to the area. The below highlights just some of the benefits the event has brought.

Cycling in the District

There has been year-on-year growth in the number and size of cycling sportives in the area. There are now three cycling sportives covering the three main market towns for the district as well as the annual, long standing Great Selby Bike Ride; each easily attracting 500—over 1,000 participants from local and Yorkshire-based cycling clubs, as well as interested residents. This shows a real desire to keep active through cycling.

“It's brought people to Tad to ride the route and that will go on forever, that legacy will never end.”

Positive Youth in Tadcaster runs one of 45 Yorkshire Bank **Bike Libraries** that are now established in Yorkshire; a direct response to the TdY and Welcome to Yorkshire support in the area. The concept of a bike library is simple – it aims to give every child in Yorkshire access to borrow a bike, activities may be as specific as a guided ride or simply just the freedom to ride on a safe route with family and friends. The scheme relies on members of the public donating old or unwanted bikes that are refurbished and safety checked before they are loaned out.



Cyclesense Tadcaster Sportive started in 2016. It has quickly established itself as a start of the cycling season 'must do' ride. With a limited field of 500 riders at present, plans are afoot to expand the event to more riders in future.



Cyclesense (Tadcaster's main independent cycle distributor) is part of the organising working group which aids the running of the event as part of a community event calendar. This event has had no other support from District Council funds, Community Engagement Forum or any other local business. Cyclesense itself is a family run business established in 1991, expanding in 2015 to open a second shop and an adjoining cycle friendly café – Everything Good Goes in 2016; this reflects the general uptrend in cycling and sales of cycles and cycle equipment.

£6,000 raised by this event for Martin House Children's Hospice.

The **Selby 3 Swans cycle sportive** had its inaugural event in 2013 with just 500 riders and has grown to deliver its fifth event in 2017 with a field of over 1,200 riders. The event was mainly run from 2013-2016 by Selby Cycle Club, aided by Yorkshire Cancer Research and received four years of financial investment from Selby District Council (£3,000 per year) with in-kind support from core partners Inspiring Healthy Lifestyles. The event is now self-sustaining, receiving no further funding from core partners and is hosted by Yorkshire Cancer Research. The event has an established reputation of being a good sportive for first time riders of an event or first time riders of 100miles (having a flat topography to the route profile).

£21,000 raised by this event for Yorkshire Cancer Research.

Subject to changes in local park byelaws (from 1899!), Selby will be able to finalise plans to create a **Cycle Hub in Selby Park** next year. Funding was received from Sport England with Welcome to Yorkshire as the fund awarding body. The cycle hub will offer information on cycle routes and signpost to local bike libraries and bike loan opportunities. Education opportunities will be developed to enable schools to use the hub as an outdoor classroom, providing advice and practical experience of bike maintenance. It will be a welcoming, sociable place to meet and talk all things cycling. The placement of the cycle hub in Selby Park links it to the Selby elements of the **Trans Pennine Trail** and offers a focal point for touring cyclists to stay and experience the benefits of the town; increasing footfall in the centre and generating income for the local economy.



The experiences of Tadcaster and Selby in the delivery of successful cycle sportives, as well as the Great Selby Bike Ride, are great ways to get the district active and to raise monies for local charities. **Sherburn in Elmet** has also shown an appetite for cycling with a cycle club established from 2013 after the Tour de France Grand Depart.



And still to come.... Selby District Council in partnership with Welcome to Yorkshire is preparing a Guide of Cycle Trails and routes across the district that will appeal to varying age groups and abilities. This will be designed not only to encourage more active and healthy participation but to showcase the district and all that it has to offer; promoting various businesses and attractions along the routes.



Arts and Entertainment

Off the back of the bridge celebrations and the Tour de Yorkshire, Tadcaster has formed 'TEMPT'; a community events committee to continue the planning of a series of events in the town to create a vision for a vibrant visitor and leisure offer. The local Community Engagement Forum also commissioned a culture strategy to understand what events could quickly be established in the town. Tadcaster Trader's Association has been established in June 2017 to focus on supporting business growth, promotion and to be an economic voice in developing events and visitor attractions in the town.



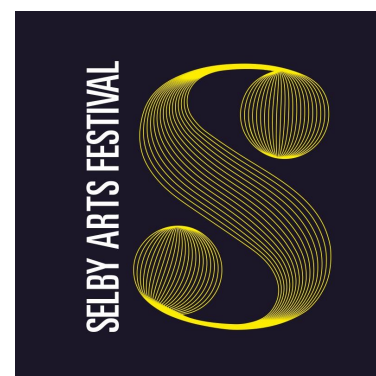
In 2016, Sherburn in Elmet were so impressed with the vibrancy of the route coming through the village area that they formed the Sherburn Teasel Community Interest Company (CIC) and will put on an annual large scale [craft and food event](#) from 2017 onwards.

The inaugural event was supported by Selby District Council through grant funding and this has allowed the CIC to maximise sponsorship support and local business investment, including national business sources.

TdY gave the town an impetus to realise such ambitions. The festival organisers took advantage of the crowds and stalls at Tadcaster to promote their event, signing up businesses for their August event as well as promoting their activities; a great way to keep the momentum going.



Not only have Sherburn Teasel CIC picked up the mantle with the craft and food festival, but DepArts Ltd have also staged the first [Selby Arts Festival](#); a three year plan to attract national headliners in music, arts and entertainment through a week long programme of events.



Early feedback from the event has exceeded expectations. With festival organisers highlighting a media reach for the festival of 3.3 million; this shows how attracting headline acts puts a spotlight on our district to a wider audience. The event has been supported by Selby District Council through officer support and small material spend. This support has helped unlock significant Arts Council funding into the area to offer the level of quality the festival has provided.

Selby District Council has invested time in creating a [calendar of events](#) on the website to support a year long promotion of the wider package of events and activities in the district.

6. Conclusion

We have begun to look at how we can best evaluate the social and financial impact of such events and are developing evaluation toolkits in line with the nationally recognised [eventIMPACTS](#) toolkit to gauge local and visitor spends in the district. This framework has been used to support evaluation of the Tadcaster Bridge Celebrations, the Arts Festival and will be considered when working alongside other event organisers.

It is hoped that a consistent approach across our events will give us a wider picture of the benefits that such investment can bring to the local economy. In order to underpin a coordinated approach to onward investment and planning in events, Selby District Council are now planning the production of an initial three year visitor economy strategy and action plan for 2018 and beyond.

In conclusion, the Tour de Yorkshire is not just a one-off event for the district. It has primed a series of ambitious yet achievable projects in the area that are supported by a myriad of local community, council, partner and business connections. We recognise that we are at the beginning of a journey to understand the impact of events on our district's lifestyle and economy; this report shows that we have made significant and positive progress.

The TdY has provided impetus to place a focus on what culture we want and to increase local pride in our district. This is an opportune time to respond to, and capitalise on that interest through a longer term plan for supporting events.

The report shows how there is a significant level of investment required to deliver ongoing events and attractions to the district, in terms of time, finances and commitment - and from a range of sources. The Council's role has clearly been one of developing a central role in creating opportunities that enable communities and partners to develop a self sustaining and energetic approach to our place to live, enjoy and do business. We will continue to work in ways which help unlock the potential of the district for future ambition and growth.



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