

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday, 1 March 2018**
Time: **4.00 pm**
Venue: **Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT**
To: **Councillor M Crane (Chair), Councillor J Mackman (Vice-Chair), Councillor C Lunn, Councillor C Metcalfe and Councillor R Musgrave**

1. **Apologies for Absence**
2. **Minutes (Pages 1 - 6)**

The Executive is asked to approve the minutes of the meeting held on 1 February 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. Corporate Performance Report - Quarter 3 - 2017/18 (October to December) (Pages 7 - 24)

Report E/17/49 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 key performance indicators (KPIs).

5. Drax Repower Project - Nationally Significant Infrastructure Project (Pages 25 - 32)

Report E/17/50 sets out the proposal and the legislative background to the anticipated Nationally Significant Infrastructure Project (NSIP) proposal for Drax Power Station and how such projects are dealt with.

6. Visitor Economy Strategy and Action Plan (Pages 33 - 46)

Report E/17/51 presents the Visitor Economy Strategy and Action Plan.

7. Better Together Legal (Pages 47 - 56)

Report E/17/52 sets out the results of the review of the current trial to integrate legal services as part of the 'Better Together' collaboration with North Yorkshire County Council (NYCC).

8. Fair Funding Consultation (Pages 57 - 62)

Report E/17/53 provides information on the Fair Funding Review consultation by the Government.

9. In accordance with Section 100(A)(4) of the Local Government Act 1972, in view of the nature of the business to be transacted, the meeting be not open to the Press and public during discussion of the following items as there will be disclosure of exempt information as defined in Section 100(1) of the Act as described in paragraph 3 of Part 1 of Schedule 12(A) of the Act.

10. Lease of Land at Burn Airfield (Pages 63 - 70)

Report E/17/54 outlines the current position regarding the site at Burn Airfield Selby, currently occupied for agricultural use and the proposal to manage this going forward in line with the Council's proposals for this site.

11. Commercial Industrial Unit Rental Policy (Pages 71 - 82)

Report E/17/55 outlines the current position in respect of the four commercial property sites currently owned by the Council, outlines options for rent increases and proposals for the future management of the units.

Janet Waggott

**Janet Waggott
Chief Executive**

Date of next meeting
Thursday, 12 April 2018 at 4.00 pm

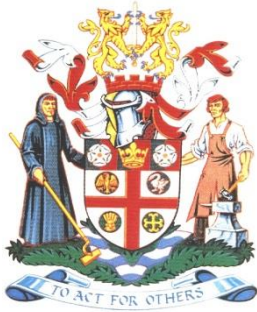
For enquiries relating to this agenda please contact Palbinder Mann, on 01757 292207 or pmann@selby.gov.uk

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

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Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	Thursday 1 February 2018
Time:	4pm
Present:	Councillors M Crane (Chair), C Lunn and C Metcalfe
Officers present:	Janet Waggott, Chief Executive, Dave Caulfield, Director of Economic Regeneration and Place, Julie Slatter, Director for Corporate Services and Commissioning, Karen Iveson, Chief Finance Officer (s151), Gillian Marshall, Solicitor to the Council, Stuart Robinson, Head of Business Development and Improvement (for minute item 73), and Palbinder Mann, Democratic Services Manager.
Public:	0
Press:	2

NOTE: Only minute numbers 73 to 73 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 14 February 2018. Decisions not called in may be implemented from Thursday 15 February 2018.

70. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Mackman and Musgrave.

Executive
1 February 2018

71. MINUTES

The Executive considered the minutes of the meeting held on 4 January 2018.

RESOLVED:

To approve the minutes of the meeting held on 4 January 2018 for signing by the Chair.

72. DISCLOSURES OF INTEREST

There were no disclosures of interest.

73. CORPORATE PEER CHALLENGE FEEDBACK AND NEXT STEPS

Councillor Crane, Leader of the Council presented the report that outlined feedback from the recent Corporate Peer Challenge and introduced a draft improvement plan to implement recommendations from the report.

The Leader of the Council explained that overall the report was pleasing – with a number of positive aspects identified by the Peer Challenge Team. However, some areas for improvement, such as improving prioritisation, some aspects of communications and strengthening the Scrutiny function were identified by the Peer Challenge Team.

RESOLVED:

- i) To agree to the publication of the Feedback Report.**
- ii) To approve the draft improvement plan.**
- iii) To present the feedback report and improvement plan to Council on 22 February for comment.**

REASON FOR THE DECISION

The primary purpose of the Peer Challenge was to support Selby District Council 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.

74. FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 DECEMBER 2017

Councillor Lunn, Lead Executive Member for Finance and Resources presented the financial results and budget exceptions report to 31 December 2017.

The Lead Executive Member for Finance and Resources explained that the performance from the last quarter had been positive however the Council was still slightly short of the savings target. It was also noted that there had been slight slippage in the Programme for Growth.

Concern was raised at the levies charged to the authority by the Internal Drainage Boards and it was felt that as the Revenue Support Grant was stopped by the Government, the levies would create more pressure for the authority.

The Chief Finance Officer explained that the Fair Funding Review consultation by the Government allowed an opportunity to raise issues such as this along with other pressures on local government budgets.

RESOLVED:

To endorse the actions of officers and note the contents of the report.

REASON FOR THE DECISION

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

75. TREASURY MANAGEMENT – MONITORING REPORT FOR Q3

Councillor Lunn, Lead Executive Member for Finance and Resources presented the report which reviewed the Council's treasury management period for the nine month period from 1 April 2017 to 31 December 2017 and presented performance against the prudential indicators.

The Lead Executive Member for Finance and Resources explained that the performance in the period outlined had been positive.

RESOLVED:

Executive
1 February 2018

- i) **To endorse the actions of officers on the Councils treasury activities for Q3 and approve the report.**

REASON FOR THE DECISION

To comply with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management, the Executive is required to receive and review regular Treasury Management Monitoring Reports.

76. TREASURY MANAGEMENT – TREASURY MANAGEMENT STRATEGY STATEMENT 2018/19, MINIMUM REVENUE PROVISION POLICY STATEMENT 2018/19, ANNUAL INVESTMENT STRATEGY 2018/19 AND PRUDENTIAL INDICATORS 2018/19

Councillor Lunn, Lead Executive Member for Finance and Resources presented the proposed Treasury Management Strategy together with the Minimum Revenue Provision Policy Statement, Annual Investment Strategy for 2018/19, Capital Strategy 2018/19 and Prudential Indicators 2018/19 as required by the Department of Communities and Local Government and CIPFA.

The Lead Executive Member for Finance and Resources highlighted that the strategy included a new ‘capital strategy’ which sets out in broad terms the proposed approach to alternative investments – a new requirement driven by the growing practice of councils pursuing commercial investments.

The Lead Executive Member for Finance and Resources also highlighted the inclusion of property funds in the Council’s list of investments advising that North Yorkshire County Council was in the process of assessing such funds and it was expected that Selby would have the option to join these funds should this be considered beneficial.

RESOLVED:

To recommend the following to Council:

- i) **The Operational Borrowing Limit for 2018/19 is set at £79m.**
- ii) **The Authorised Borrowing Limit for 2018/19 is set at £84m.**

Executive
1 February 2018

- iii) Councillors delegate authority to the Chief Finance Officer to effect movement within the agreed authorised boundary limits for long-term borrowing for 2018/19 onwards.
- iv) Councillors delegate authority to the Chief Finance Officer to effect movement within the agreed operational boundary limits for long-term borrowing for 2018/19 onwards.
- v) The treasury management strategy statement 2018/19 be approved.
- vi) The minimum revenue provision policy statement for 2018/19 be approved.
- vii) The treasury management investment strategy for 2018/19 be approved.
- viii) The prudential indicators for 2018/19 which reflect the capital expenditure plans which are affordable, prudent and sustainable be approved.
- ix) The Capital Strategy for 2018/19 be approved.

REASON FOR THE DECISION

To ensure the Council's Treasury Management Strategy and associated policies are prudent and affordable.

77. DRAFT REVENUE BUDGET AND CAPITAL PROGRAMME 2018/19 AND MEDIUM TERM FINANCIAL PLAN

Councillor Lunn, Lead Executive Member for Finance and Resources presented the draft revenue budget, capital programme and outline Programme for Growth for 2018/19 to 2020/21.

The Lead Executive Member for Finance and Resources explained that the budget assumed a council tax rise of £5 for a band d property which equated to around 10p a week. It was noted that the rise in the council tax base would yield an additional £200k for the authority.

The Executive were informed that no responses had been received during the consultation period and that all members had been offered a briefing on the budget by the Chief Finance Officer.

The Executive raised their disappointment that the New Homes Bonus had been reduced from six to four years and felt that the impact of internal drainage board levies needed to be more explicit.

RESOLVED:

- i) To submit the draft budgets, bids and savings to Council for approval.**

REASON FOR THE DECISION

To enable Council to consider the Executive's spending plans for the coming 3 years and to set the Budget and Council Tax for 2018/19.

The meeting closed 4.26pm.

Selby District Council

REPORT

Reference: E/17/49

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 - launched 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			

Delivering corporate priorities: Projects

Q3 2017/18

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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Selby District Council

REPORT

Reference: E/17/50

Item 5 - Public



To: The Executive
Date: 1 March 2018
Status: Non Key Decision
Report Published: 21 February 2018
Author: Paul Edwards Consultant Principal Planning Officer
Executive Member: Cllr John Mackman, Lead Executive Member for Place Shaping
Lead Officer: Dave Caulfield Director of Economic Regeneration and Place

Title: Drax Repower Project– Nationally Significant Infrastructure Project

Summary:

1. This report sets out the proposal and the legislative background to the anticipated Nationally Significant Infrastructure Project (NSIP) proposal for Drax Power Station and how such projects are dealt with. The Executive considered a similar NSIP report in respect of Eggborough Power Station in March 2017.
2. Applicants for infrastructure projects need to make an application to the Planning Inspectorate (PINS) for a 'Development Consent Order' (DCO.) The final decision is made by the relevant Secretary of State upon recommendation from PINS and local planning authorities are statutory consultees in the process.
3. Drax Power Limited is proposing to repower two of the six generating units from coal-fired to gas (Units 5 & 6).
4. This report outlines and seeks support in principle for the project. Selby District Council is a statutory consultee (known as an 'interested party') with particular entitlements when exercised to make representations to and be involved in the process. Authorisation is sought for the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement of Common Ground, any further representations by the District Council and the post decision monitoring of planning conditions and enforcement of any DCO.

5. The Inspectorate will hold a preliminary meeting once the application has been accepted and then a formal examination of the proposals through a series of structured and topic based inquiries (the 'examination') which officers will need to attend. After the examination a decision will be made by the Secretary of State, within 6 months of the close of the examination. Following this the Council will have the responsibility to discharge any planning conditions ('requirements') and enforce the terms of the DCO which is in the form of a piece of secondary legislation as a statutory instrument.

Recommendations:

- i. That the contents of this report are noted and that Members agree to support this Drax Repower NSIP application in principle, subject to agreement in relation to specific and localised matters of detail.**
- ii That authorisation is sought from the Executive to authorise the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement(s) of Common Ground, the content of the Draft DCO and all further necessary representations by the District Council, together with post decision monitoring of planning conditions and enforcement of the Development Consent Order.**

Reasons for recommendation

Timescales for commenting on the DCO Application once it is submitted are embedded in statute and it is important that appropriate delegation arrangements are in place so that the Council is able to meet the deadlines which are set by the Inspectorate.

1. Introduction and background

1.1 The Planning Inspectorate became the agency responsible for operating the planning process for Nationally Significant Infrastructure Projects (NSIPs) in 2012.

1.2 NSIPs are large scale developments such as new harbours, power generating stations (including wind farms), and electricity transmission lines which require a type of consent known as a DCO under procedures governed by the Planning Act 2008 (and amended by the Localism Act 2011). This is not a 'planning application' under the 1990 Act and the status of the development plan is different in that the principal guidance for their determination is contained within the suite of Energy National Policy Statements (NSPs). The 2008 Act sets out thresholds above which certain types of infrastructure development are considered to be 'nationally significant' and require the granting of a consent order. NSIPs were introduced as a fast track method and alternative way of dealing with nationally important infrastructure after the much publicised delays in the consenting of Heathrow's last major expansion proposal for a fifth terminal.

1.3 In England, the Planning Inspectorate examines applications for development consent from the energy, transport, waste, waste water and water sectors. For such

projects, the Planning Inspectorate examines the application and will make a recommendation to the relevant Secretary of State, who will make the decision on whether to grant or to refuse development consent. National Energy Policy Statements introduce a presumption in favour of granting development consent orders.

2. The Project

2.1 The proposal is centred on the construction of new gas fired generating units but since some of the existing infrastructure would support this project, including the steam turbines and the cooling solution, it is called a 'repower'. Three of the existing generating units have already been fully upgraded to biomass. Each new gas fired unit would have up to two gas turbines each powering a dedicated steam generator. Dependent upon the mode of operation there will be up to four chimney stacks per unit (eight if both units are repowered) up to 120m high. This compares to the current cooling towers that are 115m high and the main single central chimney stack at Drax is 259m high.

2.2 The new maximum combined generating capacity, dependent upon potential arrangements would be up to 1,800MW each, replacing existing units with a capacity of 660MW each. The design period for the repowered units would be 25 years. Battery storage of up to 200MW is included in the project together with modifications to the existing 400kv substation connections on site, relocations of existing contractors' compounds and car parking and some demolitions of existing facilities.

2.3 In order to power the new generators a new ~3km long gas pipeline from the east would be needed to connect to the National Gas transmission network. The area of search has been reduced down to two possible pipeline routes which each avoid a Scheduled Ancient Monument south of the River Ouse. Two aerial photos of the proposal from the applicants are attached in the appendix to this report.

2.4 The application is an Environmental Impact Assessment application (EIA) which defines that it should be accompanied by an environmental statement (ES) prepared by the applicants. The decision maker is required, in order to comply with a European Directive, to take into account all of the environmental information in making the assessment of the applications which, by definition being an EIA application, will have significant effects upon the environment.

3. The Process

3.1 The Repower Project is presently at the Pre-application stage with PINS in that the applicants have held Inception and Project update meetings.

3.2 The Secretary of State replied to and issued a Scoping Request in October 2017. This sets out the required extent and content of the necessary environmental statement to accompany the submission.

3.3 On 12 January 2018 the applicants confirmed their formal intention to make the DCO application and has fulfilled its 'duty to consult' in the formal consultation on

the draft application which ran from 16 January to 27 February. This followed rounds of informal consultation during the latter half of last year.

3.4 The present declared timetable for application submission is by the end of May 2018.

3.5 Upon receipt of the DCO application PINS must validate or make it invalid within 28 days of receipt and a Preliminary Meeting must then be convened by the appointed Inspector(s) within three months. The examination then takes place within the first six months after validation and the Inspector(s) report and recommendation is then to be submitted to the Secretary of State within three months after the close of the examination. The Minister then has a further three months to make a decision on the application. This timescale is enshrined in the legislation and it means that an applicant can plan and programme that a decision must be made within 12 months of validation.

4. A summary of the application topics

4.1 The Scoping Opinion issued by PINS on behalf of the S of S sets out those areas that may be examined in detail and come under the headings:

- Effects upon climate change and the climate impact of CO₂
- Address the risk of major accidents or disasters relevant to the development
- Emissions –particularly CO₂
- Impacts on best and most versatile agricultural land; soil management plan and related socio-economic effects
- Field drainage and restoration
- Operation and construction phase lighting (both power station and pipeline)
- Traffic assessment and impacts during operation, jetty use and waterways in transporting abnormal loads. Transport management plan
- Air quality and dust post operation
- Impacts upon ecological sites
- Noise and vibration
- Impacts upon historic and archaeological environments, investigations and valuation
- Biodiversity and impacts upon European Sites
- Landscape and Visual Assessment
- Ground conditions and contamination
- Water resource and hydrology, Flood Risk Assessment
- Broader socio-economic effects
- Cumulative effects

4.2 The Council is working in association with the County Council as part of Better Together to, where possible make coordinated responses. The authorities will comment on the preliminary environmental information to meet the current timescales.

4.3 To date, no strategic concerns have been raised to the principle of the development by your officers, by the County Council or service areas that have raised comments. There are comments on the preliminary works to date on ecology and cumulative landscape/ visual assessment, archaeological assessment and the Highway Authority was generally comfortable with the Scoping Report subject to the preparation of the necessary Transport Assessment. Further information was requested in terms of soil management and land drainage interruption and mitigation/ reinstatement. It is anticipated that this further requested detail will come forward in the application.

4.4 The submission of the Council's preliminary statement, Local Impact Report, Statement of Common Ground, input into the draft DCO and any written representations will be required in accordance with deadlines set by the Planning Inspectorate and once the examination commences this is a particularly resource intensive exercise.

4.5 In addition, the accommodation works for the of relocation of the current contractors' facilities into the vicinity of the southern cooling towers has become the subject of a standalone planning application to be determined by this authority in advance of the NSIP process and timetable.

5. Legal/Financial Controls and other Policy matters

Legal Issues

5.1 The District Council is an interested party and support for the scheme is subject to agreeing the requirements in the DCO.

5.2 The District Council will have further involvement following submission of the application and during the examination period, including attendance at issue specific, and DCO public hearings. It is also possible that appropriate planning obligations, in conjunction with the County Council may be required to address any impacts and if considered necessary in planning terms. Both of these may require some input from the Council's legal team.

Financial Issues

5.3 The District Council, jointly with the County Council, have entered into a Planning Performance Agreement (PPA) with Drax. The PPA establishes a project framework and gives greater clarity to all parties as to their roles and responsibilities. The PPA also establishes a fund set aside against which both this Council and the County Council can claim for work carried out by its service areas which is in excess of their normal working practices.

6. Conclusion

6.1 Members are asked to note the contents of this report and agree to support this NSIP Development Consent Order in principle, subject to agreement in relation to specific and localised matters of detail.

6.2 Members are also asked to authorise the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement of Common Ground, any further representations by the District Council and the post decision monitoring of planning conditions and enforcement of the Development Consent Order.

Background Documents

All current information relating to this NSIP development can be found on the planning files ref: 2018/0015/SCN and 2018/0064/GOV

The National Infrastructure Planning website of the Planning Inspectorate is at the link:

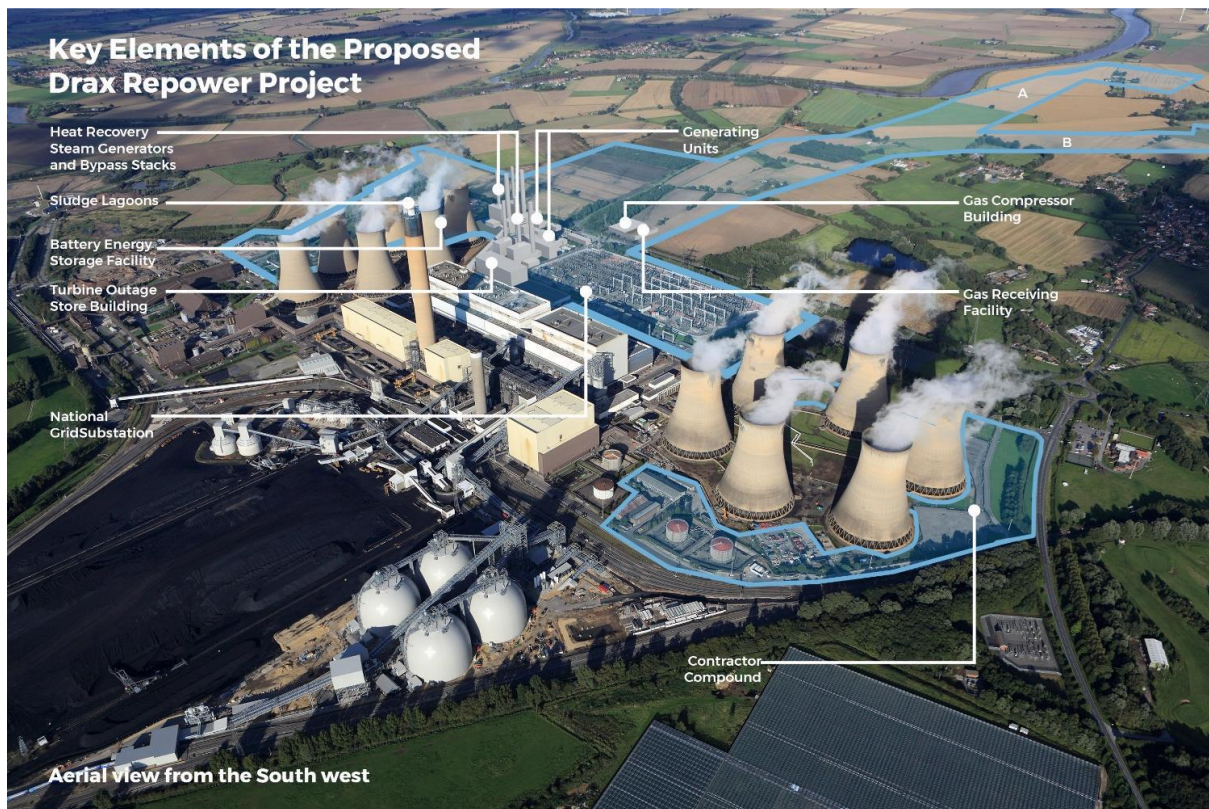
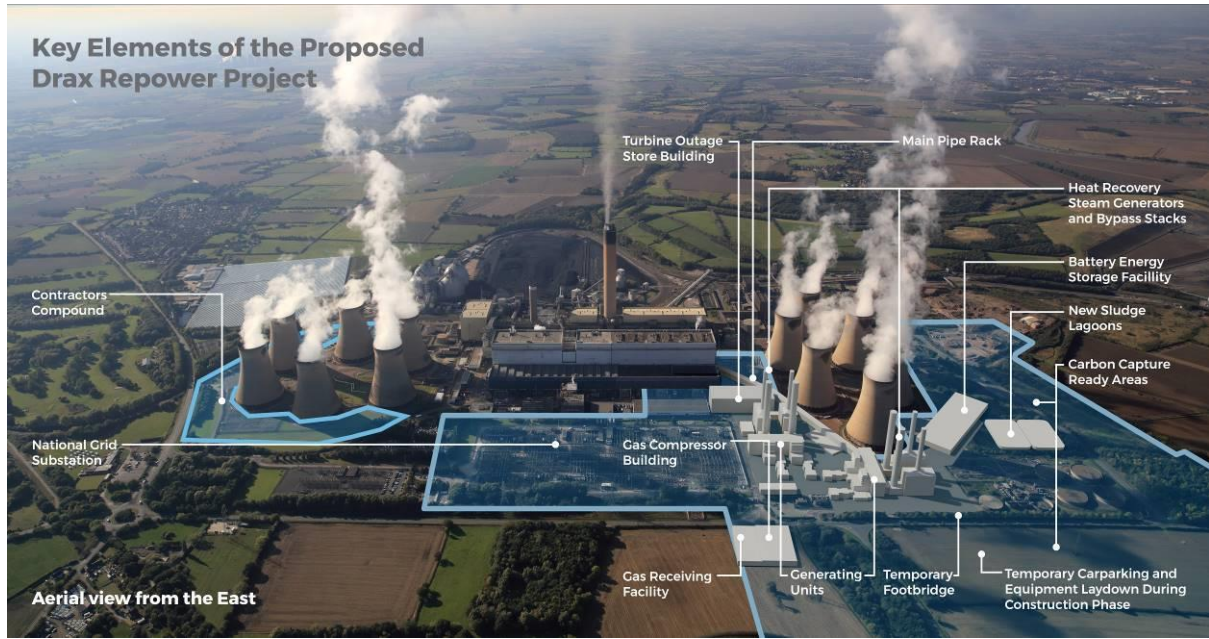
<https://infrastructure.planninginspectorate.gov.uk/projects/yorkshire-and-the-humber/drax-re-power/?ipcsection=overview>

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Appendix:

Extracts from the Preliminary Environmental Information Report to show locations of key elements of the proposals comprising of aerial views from the east and south east.



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Selby District Council

REPORT

Reference: E/17/51

Item 6 - Public



To: The Executive
Date: 1st March 2018
Status: Non key decision
Report Published: 21 February 2018
Author: Angela Crossland, Head of Community, Partnerships and Customers.
Executive Member: Cllr Richard Musgrave, Lead Executive Member for Housing, Leisure, Health and Culture
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Visitor Economy Strategy and Action Plan

Recommendations:

The Executive approve the strategy and action plan including an initial outline budget for delivery.

Reasons for recommendation

The Executive is asked to agree the recommendation as a key element in delivering Strategic Priority 2 of the Economic Development Framework: *'Making Selby District a great place to live and work'*.

1. Introduction and background

1.1 In September 2017, Make it York were commissioned to support SDC to produce a succinct visitor economy strategy with a detailed action plan.

The strategy and action plan are supporting documentation to the Economic Development (ED) Framework and timescales for delivery will accord with those of the ED Plan (2017-2022 and beyond). The Economic Development Framework identifies the visitor economy and hospitality sectors as priority growth areas for the district to support Selby District in its vision as a great place to live and work.

We know through the ED Plan development and further investigation through this strategy that we have an area rich in heritage and visitor opportunity; particularly for local residents who are attracted to the area due to the quality of employment, housing and services. Current projections on housing growth only further emphasise the district need to match this with a vibrant, quality package to its offer as a living, cultural destination. With a higher than average disposable income rate within the district, there is currently a significant loss of that expenditure outside of the district. In the main, this appears to be related to underselling our 'hidden gems' as well as needing to take a more proactive approach to strengthening the offer around them, such as the quality and accessibility of the local food and drink offer. Promoting our offer is a high priority to help visitors, both local and further afield, know the quality of our place.

We also need to consider investment in our visitor assets. Whilst we have significant attractions such as Selby Abbey, an array of nature offers and heritage offers, some of these require further development to truly realise their potential. In discussion with regional and national organisations such as the Heritage Lottery Fund, Historic England and the Arts Council England, it is clear that Selby District has had limited engagement and is considered a priority area.

The district has not taken advantage of opportunities to build relationships, secure investment or access development funding in a coordinated way and this is shown through the area being significantly underinvested. For example, since 2013, the district has received approximately £150,000 in arts funding¹, compared to total awards for the region of £32.7m. Similarly, heritage funding records over the period of 1994-2017² highlight the district received just under £3m in support; the lowest amount of award in the Yorkshire and Humber area and only 0.56% of the entire £500m investment.

However, the district now has significant opportunity to change the approach and has emerging, closer working relationships with such partners. This is proving beneficial in terms of understanding how we can unlock potential future investment in the district as part of our place shaping agenda, as well as accepting offers of support and expertise on how to enhance the local offer. Being able to maintain positive relations will require a level of resource to achieve on this priority.

Local groups and organisations such as the Town and Parish Councils, emerging events committees, heritage groups and local businesses have also engaged in the consultation phase and are clearly identifying a growing desire to enhance the visitor economy, with the work so far proving popular and encouraging.

1.2 Impact and Monitoring

Over recent years, national experts in tourism and visitor economy have identified the sector as one of the largest growing industries for the UK in recent times³. The sector is predicted to grow at an annual rate of 3.8%

¹ Source: Grants for the arts funding data Arts Council England 2013-date

² Source: DCMS data

³ 'The Visitor Economy: a potential powerhouse of local growth' Local Government Association 2013; 'England: a Strategic Framework for Tourism 2010-2020' VisitEngland 2011,

through to 2025 - significantly faster than the overall UK economy (with a predicted annual rate of 3% per annum) and much faster than sectors such as manufacturing, construction and retail. Of this, Yorkshire and Humber contribute to 9% of this economy.

Selby District has a unique position when considering how to deliver a vibrant visitor economy. Situated between three of the large neighbouring cities for the region is an advantageous position. These iconic cities can boast increasing annual economic benefit in York (£608m.), Leeds (£1.15b.) and Hull (£220m.) that offer potential to capitalise on attracting day visitors to the district, as well as develop local businesses to support a wider tourism and visitor infrastructure.

The financial impact of the visitor economy for the district is currently harder to quantify due to a dearth in information from existing local and national measures. Visit Britain figures currently suggest a visitor spend of between £20-60 million per annum from 1.5m visitors to the District. Part of the initial phase of the strategy is to develop a suite of local indicators which will support national data sets and improve local accuracy.

In summary, sharpening such data would demonstrate that the district would be set to significantly benefit from engagement with the major, local cities and in local improvement of the offer. Through delivering the outlined strategy and action plan it is anticipated that for each £1 investment over the first 3 years of the plan, this should return in the range of £4-12 visitor spend to the area, increasing in accuracy per year of delivering the plan.

1.3 The Strategy

The visitor economy strategy itself (Appendix A) is intended to be brief in nature, identifying some of the main reflections from engagement with a variety of stakeholders. It identifies a realistic approach to where we are in realising our ambitions. It also provides a high level action plan of activity which will dovetail with the Economic Development Action Plan.

Key elements in the early stages of the plan are to:

- Establish resources around tourism development and arts, heritage and culture that focus on strengthening current assets of local, regional and national importance. This will be through activity such as engaging local groups and businesses in development projects, supporting funding bids and initiatives, and developing a range of communication and promotional methods.
- Develop a partnership approach to celebrating Selby Abbey's 950th anniversary in 2019 as a focal point for the town's development; and to include any potential to capitalise on the international attraction of the Tour de Yorkshire and UCI World Cycling Championship in the same year.
- Promote our assets through neighbouring destination management organisations as an enhancement to major city offers.

4 Make it York Annual Review 2015/16

5 Leeds 2015 STEAM economic impact study

6 VisitBritain.org Local Authorities combined analysis three yearly average 2013-15

- Establish local visitor economy business connections and the formation of a Tourism Advisory Board to encourage local trading arrangements and influence on shaping local experience offers (including food, drink and night time economy), events and activities.
- Establish a relationship with international tourism bodies, building destination packages, particularly with American and Chinese links.

Longer term developments will be subject to further business case and will involve engaging with local community and business groups to establish events and activities; enhance town experiences and consider the development of local cultural centres such as improved cinema offers or opportunities for museums and tours.

2. Legal/Financial Controls and other Policy matters

Legal Issues

- 2.1 The plan assumes a level of grant award and commissioning will be required to support some of the projects. Part 1 of the Localism Act 2011 applies a general power of competence to local authorities in England. Section 1 (1) of the Act provides that “a local authority has power to do anything that individuals generally may do”. This includes the power to make grants where to do so would be in the interests of the Council, the District and the inhabitants.

Grant agreements will need to be signed which provide appropriate levels of control and reporting back so that the impact can be monitored.

Financial Issues

- 2.2 The visitor economy strategy and action plan form the basis of a Programme For Growth (P4G) project to deliver the actions across a 4 year period. The plan at Appendix B provides a high level overview of the main milestones of delivery. An initial indicative 3 year budget outline of £460k is required to deliver the main elements of the plan.

The council will need to consider further investment in the plan as objectives develop, and in line with the next phase of overall P4G priorities. This is likely to be linked to:

- Create funds which support delivery of community and business initiatives focused on sustainable outcomes (i.e. shop high street improvement, Business Improvement District, events organisation development)
- To provide match fund for initiatives in partnership with regional and national funding bodies or local external partners
- To explore the feasibility of major investment and development projects

3. Impact Assessment

- 3.1 An equality, diversity and community impact screening has been undertaken and does not identify any significant, negative impact from this project. It identifies that there are positive impacts for business communities and local community groups.

The programme of work has engaged local business, councillors and community groups to shape the way in which we grow our visitor economy, and make the best of our assets.

A series of stakeholder engagement events have been held with the business sector, other key stakeholders and with local councillors; an online survey has been delivered and data and information on local, regional and national activity has been analysed.

There is a clear appetite to support the development of the visitor economy and vibrant events in the district. The feedback from all sectors is strongly reflected throughout the documents.

4. Conclusion

- 4.1 The strategy and action plan have been completed to focus development on the visitor economy as one of the priority growth areas for the District, and the Economic Development Plan. They have been shaped through engagement with local business and key community leaders.

5. Background Documents

Visitor Economy Detailed work plan (on file)
Summary of Stakeholder Workshops (on file)
Summary of questionnaires (on file)
Summary of one to one interviews (on file)
Summary of data and monitoring analysis (on file)

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Making Selby District a Great Place...

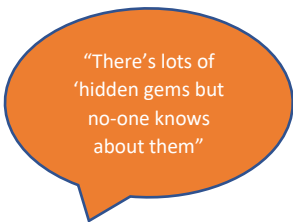
Visitor Economy Strategy : 2018 – 2022 and beyond



Visitor Economy Strategy : 2018 – 2022 and beyond

This document sets out the Visitor Economy Strategy for Selby District, as a key element of the District's Economic Development Framework. The visitor economy is a priority growth area in the Framework. This recognises the role that the town centres and the breadth of visitor assets have in making Selby a great place to live and work. Specifically, *we want to develop our visitor offer so that both residents and visitors alike can discover and celebrate our rich cultural heritage and unique locations.*¹

The Strategy has been prepared following an extensive review of the District's current visitor economy. This has included stakeholder workshops, a research questionnaire, one-to-one interviews with key tourism businesses and investigations in to comparable local authorities. The quotes included in the document have been taken from this consultation.



"There's lots of 'hidden gems but no-one knows about them"

Clear messages have emerged regarding the relative strengths and weaknesses of the current visitor economy, as highlighted in the sidebar. These form the key components of the Visitor Economy Action Plan.

A Strategy for Growth

The strategy is a first for Selby District and recognises that the visitor economy is currently an under-exploited sector within the Authority. It has been built around 4 key outcomes that will:

- Play a crucial role in the District's Economic Development Framework and boost the local economy
- Improve the lives and wellbeing of residents as well as improving the experience for visitors
- Directly addresses the ambitions of key visitor economy stakeholders
- Encourage and create community ambassadors and advocates for the District

The overriding aim of the strategy is to grow the sector by 20% by the end of 2022, having established a credible baseline in 2018. The targeted growth rate is estimated to generate between £4m and £12m of tourism expenditure by the end of 2022 for a cumulative investment of around £1million over 3 years.

Our District

STRENGTHS

- Selby Abbey
- Nature, Cycling and Walking
- International Appeal (US and China)
- Screen Yorkshire
- Rich Layers of History including Buildings, Battle Sites and Beer
- Canals and Shipbuilding Heritage
- Road and Rail Connections

WEAKNESSES

- Communication and Collaboration
- Market Towns' Visual Impact
- Marketing
- Accommodation Offer Gaps
- Lack of Coach Parking in Selby
- No Major Visitor Experience in District
- Diversity of Food and Drink Offering

OPPORTUNITIES

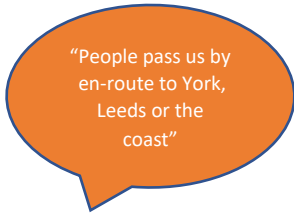
- Developing the Key Strengths
- Proximity to High Density Tourist Locations
- Business and Community Desire to Collaborate
- Improved Marketing - #shoplocal
- Themed Trails and Hidden Gems
- Industrial Tourism
- Social Media
- Events and Festivals
- Emerging Food and Drink Offers

THREATS

- Perceived Lack of Political Will
- Requires SDC Resource to Follow Strategy Through
- Lack of Community Pride and Engagement in District
- Residents' Income Being Spent Outside of District
- Strength of Offerings from Surrounding Areas

The strategy will place Selby District at the *Heart of Yorkshire* and will deliver a vibrant, engaging and varied visitor experience.

This will be achieved by leveraging the potential economic value of the millions of people who already visit the nearby cities of York, Leeds and Hull. Selby District's major assets are a diverse range of 'hidden gems', historical sites and distinctive areas of nature and wildlife will have huge appeal to a range of niche audiences.



"People pass us by en-route to York, Leeds or the coast"

The opportunity, and the essence of the strategy, is to entice people from adjacent areas through sharpening up the visitor economy 'product' and by significantly better promotion and marketing.

Emerging Themes

Clear themes emerged from the consultation. In terms of the strengths of the District; history and heritage, arts and culture and a diverse range of outdoor leisure activities came through very positively. Equally clear is the need to address aspects of the appearance of the District (particularly the market towns) and the narrow range of accommodation options. All these main themes feature strongly in the accompanying Action Plan.

Delivery Through 3 Distinct Phases

The Strategy will be delivered in a phased approach guided by a detailed Action Plan, to achieve maximum success. These phases are:


Organise – Creating the foundations

Given the comparatively under-resourced support for the sector, there needs to be attention to a number of fundamental, basic visitor economy practices to improve the infrastructure from which tourism businesses can prosper and grow.

This needs to be achieved in the first year of the Strategy, 2018/19, to enable support for some timely opportunities within the District. The biggest and first of these is the 950th anniversary of Selby Abbey in 2019. The anniversary should galvanise support for this major asset and inspire enhancing the experience for those visiting the District's most popular visitor attraction. Developing the food and drink/hospitality sectors is also an important focus of activity in this phase to meet the challenge of then extending visitor dwell-time in the District.

Specific deliverables from this phase of activity will include:

- Identifying and investing in the appropriate resources to help deliver the strategy, including the establishment of a Tourism Advisory Board for the District, to ensure tourism businesses have a clear role in future development
- Moving swiftly to support a plan to maximise the Selby Abbey 950th anniversary opportunity – ensuring that this iconic visitor attraction is leveraged as the central focal point, with associated fringe events throughout the District
- Creating a range of marketing material and initiatives to better promote and 'sweat' existing assets, with a clear plan of promotion into neighbouring cities and towards the American and Chinese tourism markets

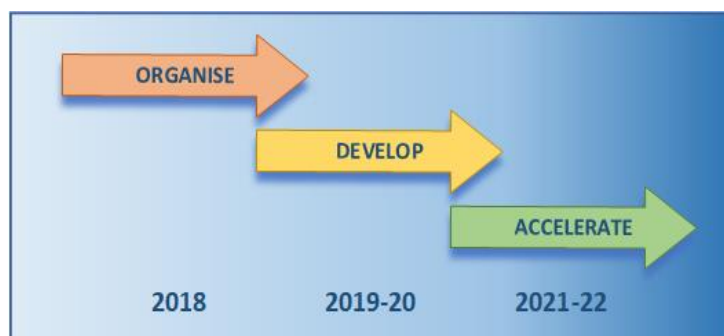


"We need to put the pride back in to Selby District"

- Exploring the opportunity of the Tour De Yorkshire and UCI World Cycling Championships for the area, recognising the international dimension for promoting the District
- Building relationships with adjacent tourism organisations (e.g. Visit Leeds, Visit York) and national agencies that can support the strategy, through wider communications and collaborative campaigns
- Supporting the Church Fenton Yorkshire Studio to develop a tourism offer based around film
- Focus on exploiting current strong assets such as: heritage, outdoor activity and wildlife and churches, to deliver quick wins for the benefit and enjoyment of both residents and visitors alike

Develop – Delivering a better visitor economy product

Once there is a stronger visitor economy platform, attention will then focus on a number of clear development projects that will substantially improve the visitor economy offering. These will need planning and funding, exploring all the opportunities provided by Arts Council England and Heritage Lottery Fund. It is anticipated this may take up to two additional years to complete.



Specific deliverables will include:

- Fulfilling a District-wide, major celebration of the Selby Abbey anniversary in 2019 and ensuring there is a legacy
- Concentrating work around town centre regeneration and appearance
- Considering a 'business improvement district' model alongside other market town development initiatives
- Assessing the opportunity for additional hotel accommodation
- Building the VE brand image based on the '*Heart of Yorkshire*' concept
- Further support for the development of the 'food and drink' offer in the District

"Something is changing in Selby, I can feel it"

Accelerate – Building pace and ambition

Following the progress of the Strategy's development phase, the emphasis will then shift to a more confident marketing drive, together with the delivery of longer-term initiatives. The anticipated growth in the visitor economy will, therefore, accelerate through 2021/22.

Feasibility projects and potential deliverables will include:

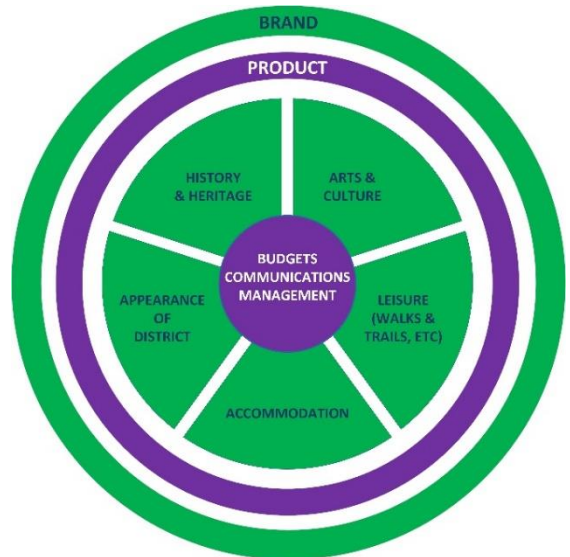
- Examining the possibility of developing Abbots Staithe as a cultural centre
- Supporting projects that reflect the growing visitor economy ambition of the District e.g. brewery and shipbuilding museum development, heritage conservation
- Creating bigger, more ambitious events and festivals (such as beer, canal)
- Building international links e.g. with Tadcaster and Selby's twinned towns

"I like living in Selby District"

Product and Brand

To maximise success, the various themes and their associated attractions will be developed within the context of a unified 'product' which, in turn, will sit within a clearly defined and identifiable Selby District 'brand'.

Recognising the progress of the place branding work already undertaken for the business proposition, the strategy will require the promotion of Selby as a 'district', as opposed to the existing, three separate market towns. The strategy could, therefore, link with the theme 'At the Heart of Yorkshire'. This product and branding work will be a significant work-stream in the development phase of the strategy.



Planning from a Position of Knowledge

1.5mn Domestic Visitors (1.4mn day trippers) ¹

- Majority for leisure or visiting friends/relatives
- Visitor spend £40m pa (c.£27 visitor/trip)

Available Accommodation

- 52 properties (603 rooms and 1,854 bed spaces) ¹
- Avg. occupancy c.70% last 12 months. Avg. stay 3.25 nights ²

Visitor Profile

- 56% of tourist customers from outside area, 44% residents of District
- 66% of visitors travelling with children (under 16), average party 5 people
- Majority of visitors aged between 35 and 65 years

1 – Visit England, 2015 (Note: accuracy of data ±45%)

2 – Make It York Survey, 2017

The strategy has been built from extensive consultations and from using all relevant, available visitor economy information.

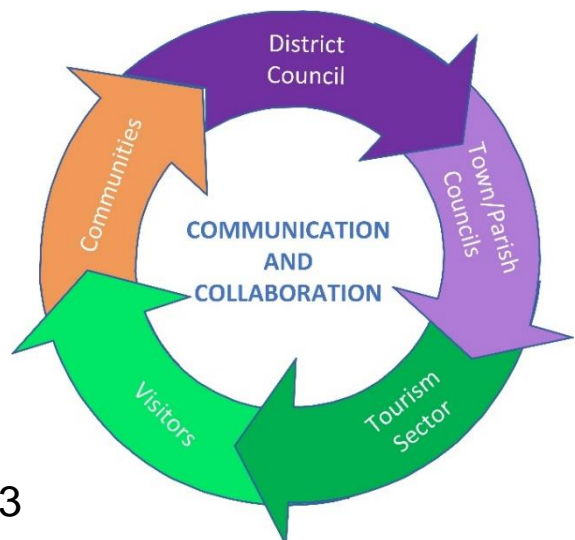
However, an imperative for the successful delivery of the strategy will be to establish a credible baseline from which future visitor economy performance can be measured and judged. Current information on key metrics such as visitor numbers and spend per visitor is very limited and unreliable. Visit England data from 2015 suggests that the visitor economy in Selby District was worth around £40m, largely resulting from day trippers. However, the margin of error on the modelled data is +/- 45%. Local information plays a key role in sharpening both local and national understanding of the impact of the visitor economy against consistent national measures.

More detailed, reliable and timely data gathering processes will be established and maintained as part of the strategy to ensure the visitor economy can be effectively delivered and monitored.

Ongoing Management & Communications

Underpinning all of the above will be the need for pro-active, ongoing management of the Visitor Economy Strategy, coupled with clear communications between the District and Town Councils, individual tourism businesses, resident communities and, of course, to potential tourists.

A key element will be the establishment of an active Tourism Advisory Board, with members drawn from across the tourism sector. The Advisory Board will be responsible for guiding, evolving and supporting the Strategy with active working groups on specific projects.



Supporting Documents

The following documentation has been prepared to support the Strategy:

[Visitor Economy Action Plan](#) – a detailed schedule of all projects and initiatives

[High Level Budget Forecast](#) – itemised by individual project and initiative

[Stakeholder Workshops](#) – a summary of the key areas of discussion and output from the workshops

[Questionnaires](#) – an analysis of the results from the responses to the questionnaire

[One-to-One Interviews](#) – a summary of the findings from the interviews

Making Selby District a Great Place...

Visitor Economy Strategy : 2018 – 2022 and beyond

2018 - ORGANISE	2019 - DEVELOP	2020 - ACCELERATE	2021 - 2022 & BEYOND
<p>DETERMINE RESOURCES TO DELIVER</p> <ul style="list-style-type: none"> Tourism Destination project development ¹ Arts, heritage and events project development ¹ Establish Tourism Advisory Board ¹ 	<p>DELIVER ABBEY 950TH CELEBRATIONS</p> <ul style="list-style-type: none"> Working with the Abbey and community groups to deliver a programme of events and legacy, to celebrate the Abbey's 950th anniversary 	<p>ABBOTTS STAITHE</p> <ul style="list-style-type: none"> Examine feasibility of developing the building in to a cultural centre ^{1,2} 	
<p>PLAN SELBY ABBEY 950TH CELEBRATIONS</p> <ul style="list-style-type: none"> Work with the Abbey plus community groups to develop a District-wide range of events to celebrate its 950th anniversary 	<p>BRAND IMAGE</p> <ul style="list-style-type: none"> Commence work on the <i>Heart of Yorkshire</i> identity and brand image of the District for the visitor economy ¹ 	<p>DELIVER ON BIGGER DEVELOPMENT PROJECTS</p> <ul style="list-style-type: none"> Brewing visitor centre, motor museum, canal/river experience 	
<p>INITIATE TOURISM PROJECTS</p> <ul style="list-style-type: none"> Establish and obtain the baseline visitor numbers Establish a network of visitor information points ¹ Create a series of trail maps to take advantage of niche tourism opportunities ¹ Support Church Fenton Film Studios to develop a tourism offer based around film 	<p>FESTIVALS & EXPERIENCES</p> <ul style="list-style-type: none"> Explore ideas of beer and canal/river experiences Develop Christmas Experience within the District Encourage local development of a vintage motor museum project in the Sherburn area 	<p>BUILD FUTURE PROJECTS</p> <ul style="list-style-type: none"> Identify a series of more ambitious projects that reflect the confidence of the District e.g. bidding for a national/world niche championship, competing seriously in Britain in Bloom, creating a world record 	
<p>ENGAGE TOURISM SECTOR</p> <ul style="list-style-type: none"> Build relationships with neighbouring, regional, national and international DMOs ¹ Promotion of District's assets, including focus towards American and Chinese markets 	<p>ARTISTIC STORYBOARDS</p> <ul style="list-style-type: none"> Develop artistic interpretation 'storyboards' to bring to life the District's history and heritage and to encourage touring 	<p>DISTRICT 'TWINNING' OPPORTUNITIES</p> <ul style="list-style-type: none"> Exploit twinning opportunities with Selby's and Tadcaster's twin towns 	
<p>EXPLORE CYCLING OPPORTUNITIES</p> <ul style="list-style-type: none"> Explore opportunities of Tour de Yorkshire and UCI World Cycling Championships to promote the District 	<p>SELBY GATEWAYS</p> <ul style="list-style-type: none"> Arts and skills project to develop the Barby Rd entrance to the town ^{1,2} Explore partnership project around the district railways stations 		
<p>FOOD, DRINK AND HOSPITALITY</p> <ul style="list-style-type: none"> Work to improve the food and drink experience within the District 	<p>SHOP IMPROVEMENTS INITIATIVE</p> <ul style="list-style-type: none"> Devise funding framework which supports town centre shops and realm improvement Business Improvement District feasibility project 		
	<p>FOOD, DRINK AND HOSPITALITY</p> <ul style="list-style-type: none"> Further support for the development of the food and drink offer in the District, with the aim to increase visitor 'dwell' time 		
	<p>AESTHETICS & TRANSPORT</p> <ul style="list-style-type: none"> Improvements to the aesthetics of the District e.g. building illuminations, signage, planting schemes, townscape projects Engage with transport operators to improve access to and within the District Include coach parking in town centre car park improvements programme 		
	<p>HOTEL AND ACCOMMODATION PROVISION</p> <ul style="list-style-type: none"> Review gaps in current accommodation offers and attract appropriate new providers 		

KEY
 1 = Included in Budget
 2 = Subject to Further Business Case

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Selby District Council

REPORT

Reference: E/17/52

Item 7 - Public



To:	The Executive
Date:	1 March 2018
Status:	Non Key Decision
Report Published:	21 February 2018
Author:	Gillian Marshall, Solicitor to the Council
Executive Member:	Cllr Mark Crane, Leader of the Council
Lead Officer:	Gillian Marshall, Solicitor to the Council

Title: Better Together Legal

Summary:

- 1.1 This report sets out the results of the review of the current trial to integrate legal services as part of the 'Better Together' collaboration with North Yorkshire County Council (NYCC). Overall the review concludes that the trial has been successful with a number of objectives achieved.
- 1.2 The review does however recognise progress against some objectives has not progressed as well as planned
- 1.3 Three options are considered based on the results of the trial: extend the trial; close the trial with no integration; or, formally integrate the legal teams.
- 1.4 Given the results of the trial, formal integration is recommended – this option provides the added expertise and resilience that has benefitted Selby during the trial period; it enables access to a broader skills mix to enhance the value that could be derived from the service; it allows flexibility of resource to better cope with peaks and troughs in workload and it facilitates operational efficiency.

Recommendations:

It is recommended that:

- i) **with effect from 1 April 2018, there be a formal integration of SDC's legal service with NYCC's legal service;**
- ii) **Delegated authority be given to the Chief Executive in consultation with the Leader of Council to finalise the terms of the agreement with NYCC;**
- iii) **the Chief Executive be authorised to transfer the affected employees to North Yorkshire County Council under the Transfer of Undertakings Protection of Employment (TUPE) provisions.**

Reasons for recommendation

To deliver service resilience and improvement, and operational efficiencies.

2. Introduction and background

- 2.1 The Better Together Programme has been established to explore opportunities for Selby District Council (SDC) and North Yorkshire County Council (NYCC) to collaborate in service delivery to the mutual benefit of both organisations and the public they serve. Through the programme a number of projects have been developed to investigate opportunities relating to property, customer-related services and back office functions.
- 2.2 A paper was presented to the Better Together Steering Group in February 2017 outlining proposals for integrating legal services for the two Councils. This built on the closer working undertaken since 2014 including the secondment of a Senior Solicitor from Selby to cover a maternity leave absence at North Yorkshire, a shared trainee solicitor and the use of the shared (NYCC) case management system.
- 2.3 The proposals were positively received and the steering group supported the initiation of a trial pilot to explore the arrangements before reporting back on recommendations for the future service.
- 2.4 For the purposes of the pilot and to aid integration between the legal teams, 4 Selby legal team members were effectively seconded to NYCC from 1 May 2017. The Solicitor to the Council (Selby) post was not seconded and has been the 'client' for the pilot arrangements. Two additional posts did not second as these were training roles and effectively need to be managed within the SDC structures.
- 2.5 This paper considers the objectives of the original proposal and reviews progress of the trial over the 9 months to end January 2018; it identifies options for the service moving forward and makes recommendations on the preferred option.

3. The Report

3.1 Trial Review

3.1.1 When the pilot was agreed we said that

- Selby would receive a minimum of 1200 chargeable hours per FTE per annum.
- That the service would aim over the year to have staff move up to 1400 hours per annum to align with NYCC
- That the SDC client teams would receive exactly the same service as they did prior to the pilot and ideally that services would improve based on established specialisms, faster turnaround (and thus lower cost to the organisations and bring an increase in capacity as the 'saved' hours are released for additional work) and increased resilience.
- That there would be a clear service level agreement with clear service standards and appropriate processes to prevent conflicts of interest arising.
- The two teams would use the shared IKEN case management system to measure and improve efficiency.

3.2 Objective 1: Selby would receive the same amount of legal support in terms of hours used based on 1200 chargeable (productive) hours per FTE per annum and aim to raise to 1400 pa

3.2.1 Based on time recording data for the period 1 April to 31 December 2017 and excluding the none seconded staff 3979 hours of work were recorded for Selby DC. This data is for a part year only. If that were projected across a full year that would equate to 4774 hours. At 1200 hours per FTA the target would be 4800 and at 1400 hours per FTE it would be 5600 hours. The data analysis shows some gaps in time recording and anecdotally it appears that SDC has had closer to 5300 hours work

3.2.2 What is apparent through service feedback is that the service provided to Selby through shared arrangements has not diminished and the responsiveness of the service and 'on site' presence has been maintained.

Overall Assessment – objective met

3.3 Objective 2: Selby client teams would receive the same service or better as they did prior to the pilot

3.3.1 Meetings have been held with Heads of Service across SDC to gain an understanding of how the pilot has impacted on the service. Valuable feedback has been obtained which will be used to improve the service whether formal integration is approved or not. The universal view was service has been maintained and the increased resilience and access to specialist lawyers (including the ability of Selby staff to specialise) has benefitted SDC. This has been seen particularly in the areas of planning, commercial property and contracts and housing.

- 3.3.2 For example, during the pilot period two members of Selby staff have left the service. Both have secured more senior roles at NYCC. The shared arrangements mean that the expertise has not been 'lost' to SDC. In one case, the staff member was the principal support to the development management service and planning committee. The staff member has continued to deliver that service to SDC notwithstanding her new NYCC role and also to undertake work on key nationally significant infrastructure projects within the Selby District at Drax and Eggborough.
- 3.3.3 As Selby were able to retain this expertise by using the shared service, the joint team made a decision to recruit a replacement with commercial property expertise, recognising the ambitions of both councils to utilise assets more effectively and operate more commercially which is also a strand being investigated under Netter Together. This lawyer is supporting Selby's growth ambitions through sales and purchases as well as undertaking work for Brierley Homes (NYCC) and Selby & District Housing Trust (SDC)
- 3.3.4 The NYCC team has been conducting the RTB sales with junior staff utilising the workflows set up in the shared case management system and has been involved in giving advice on a range of commercial contract and procurement issues.
- 3.3.5 The Head of Commissioning, Contracts and Procurement has confirmed that the service on commercial contracts and advice on terms and conditions has improved during the pilot period. Feedback from Assets and Regeneration also shows that the commercial property expertise is valued.
- 3.3.6 Capacity to undertake planning work in both Councils has been a challenge. SDC has faced a range of issues in recent months with a number of major planning projects, 5 year land supply appeals and a review of the planning service all requiring legal support. Some of the gap has been plugged using the Solicitor to the Council resource however this is not sustainable, nor in line with the long term vision that operational legal work be undertaken by NYCC in the shared service. Some s106 Agreement work was outsourced to private practice on an interim basis. Moving into 2019 the additional recruitment of a planning solicitor at NYCC should start to impact positively and the teams are exploring the use of the additional 20% planning fee to support further call off support beyond s106 work.
- 3.3.7 The increase in legal work as a result of the proposals to acquire commercial properties and deliver programmes such as empty homes, the housing development programme and the enforcement agenda has also put strain on the service. This work has been accommodated within the service hours in 2017/18 but moving forward it will be essential that the shared service is aware of the likely demands for legal work and that the SLA has a clear pricing structure for when the agreed hours are exceeded.

Overall Assessment – objective met

3.4 Objective 3: a clear service level agreement as part of the Better Together Collaboration Agreement.

3.4.1 The development of the SLA has been an iterative process. The Solicitor to the Council and NYCC Legal Services Manager have met monthly to discuss the service and performance has been monitored through monthly monitoring meetings attended by the Solicitor to the Council. . A proposed SLA based upon information obtained during this process is now being drawn up. This will cover

- The scope of services
- The quality of service
- Monitoring and measuring
- Conflicts of interest
- Income and Efficiency gains

3.4.2 The SLA will deal with the monitoring and reporting of hours spent so that SDC can accurately forecast its costs against requirements and will provide for an hourly rate for additional work required beyond core hours. This will be important as SDC continues to embed the new structures and deliver the Programme for growth

3.4.3 The draft Heads of Terms for the SLA is attached at Appendix A

Overall Assessment – this objective is in progress

3.5 Objective 4: utilise the IKEN case management system to drive efficiency

3.5.1 The shared case management system allows effective monitoring of the service. The use of workflows created in the system has supported the ability of NYCC staff to undertake work for Selby e.g. s106 agreements and Right to Buy sales and vice versa.

3.5.2 Towards the end of the pilot NYCC is preparing to roll out the IKEN client portal. This will give SDC managers the ability to log on to the secure portal and check legal cases.

3.5.3 The Iken portal Client statement report displays, within a defined period of time, all important case information per client including time spent on open files, costs incurred and responsible parties. This will allow easy monitoring but also allow service teams within SDC to see, at a glance, which matters are with the legal team and who is working on them.

3.5.4 The solicitor to the Council and one SDC Service Manager are piloting use of the portal.

Overall Assessment – objective met but there is the ability to continue this work.

3.6 Recommendations

3.6.1 Overall the trial has delivered on the majority of objectives. Following the review of the trial, 3 options are presented for consideration and the associated pros and cons are set out at **Appendix B**:

1. Extend the trial
2. Close the project with no integration
3. Formally integrate the legal teams

3.6.2 In summary option 3, formal integration, is recommended – this option provides the added expertise and resilience that benefits SDC. It enables access to a broader skills mix to enhance the value that could be derived from the service; it allows flexibility of resource to better cope with peaks and troughs in workload and it facilitates operational efficiency.

3.6.3 The role of Solicitor to the Council was held outside the pilot and has acted as 'client' for the arrangements. The benefits of this approach have been shown during the trial period both through the service monitoring and on those rare occasions where it is critical the SDC can show that it has obtained independent legal advice. In addition the Solicitor has managerial responsibility for Democratic Service, Elections, Licensing and Local Land Charges which are not part of the shared service proposals. The Solicitor is also the Monitoring Officer and whilst it is not essential that the Monitoring Officer be employed by the Authority, he or she should be firmly embedded in the organisation and able to attend all key meetings such as Council, Executive and Leadership Team. This usually requires a high degree of on-site presence and therefore reduces the opportunity for the post holder to take on additional work. It is therefore recommended that this role is not transferred to NYCC but remains at SDC. In consequence it is also recommended that the training roles for which the Solicitor is responsible are retained within the Selby Structure.

4. Legal/Financial Controls and other Policy matters

4.1.1 Legal Issues

4.1.1 A service specification has been developed during the trial and this will be updated and form part of the formal collaboration agreement between SDC and NYCC.

4.1.2 TUPE will apply to SDC staff members. Consultation has commenced with an anticipated implementation date of 1 April 2018, subject to ultimate approval of the Executive and no significant issues arising from the consultation with employees. None of the affected employees are members of a Union but Unison has been informed of the developments as part of our wider engagement on Better Together. Should the arrangements be brought to an end 12 months' notice on either side will be required ending on 31 March of any year. At that stage it is likely that staff undertaking a significant proportion

of Selby work would TUPE transfer back to SDC however this can only be assessed at that time.

4.2 Financial Issues

4.2.1 The current cost to SDC of the legal team is £299,271. A split of those costs is currently being negotiated. In addition to staff costs, some incidental costs will also transfer to NYCC subject to agreement – examples include books and publications, subscriptions, and professional training. It is proposed that the price is agreed each year and subject to an annual uplift from 1 April each year in line with the public sector pay award (National Joint Council rates).

5. Conclusion

5.1 Overall the review concludes that the trial has been successful with a number of objectives achieved. The review does however recognise that challenges around capacity (particularly in planning advice and the increases in certain types of work such as empty homes and the commercial acquisitions and housing development programmes) means that full coverage of advice has not always been possible as planned despite the increased resilience. This will be addressed through the agreement of an additional hourly rate for time spent beyond those contracted and through clear monitoring and forecasting of the need for legal input when projects and programmes are being costed.

5.2 In summary option 3, formal integration, is recommended – this option provides the added expertise and resilience that benefits Selby. It enables access to a broader skills mix to enhance the value that could be derived from the service; it allows flexibility of resource to better cope with peaks and troughs in workload and it facilitates operational efficiency.

6. Background documents

None

Appendices

Appendix A – heads of terms for legal service specification

Appendix B – options appraisal

Contact Details

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Appendix A

Legal Services SLA

Basic service provision

NYCC to provide to SDC a legal service consisting of

5600 hours in 18/19

4200 in 19/20 □

(reflects end of fixed term contract/funding for one post)

Additional hours

(NYCC to confirm what it will charge for additional hours and proposal for when these kick in – immediately after the contracted hours or when these are exceeded by a %)

Income

An initial amount to SDC per annum to be agreed each year as this is built into base budget

Treatment of income above that amount to be agreed.

Included in the service

A comprehensive legal advice and representation service covering the District Council's functions

Legal staff available 9-5 Monday to Thursday and 9-4.30 Friday

Staff to work beyond these hours if required e.g. bid deadlines, evening meetings etc

On-site presence during office hours

Attendance at Planning and Licensing Committee as legal advisor.

Attendance at Scrutiny Committees if required.

Provision of legal advice surgeries on planning, housing and assets/contracts

Cover for the Solicitor to the Council at Executive and Council if required

Management of the Service

A system of allocating work which ensures that matters are allocated to suitably qualified and trained staff

Supervision of legal work/staff

Acknowledgement of instructions within 48 hours of receipt

A substantive response to queries and advice requests within 5 working days or other timeframe agreed with instructing officer

Conflict checks

All matters to be subject to a conflict check

SDC to be notified if transferred staff act on land matters in Selby District or contracts between SDC and NYCC

Monitoring

Solicitor to the Council to attend monthly monitoring meeting

Access to IKEN portal or equivalent reports

Client feedback from service area to be sought on 10% of cases – equal split between 2 directorates

Rating of good or excellent (NYCC to confirm ratings categories) on 90% of feedback

Appendix B

Options Appraisal

Option	Pros	Cons
1. Extend trial	<ul style="list-style-type: none"> • Extending the trial would provide an opportunity to further monitor the service and provide additional evidence for the business case. 	<ul style="list-style-type: none"> • Continued uncertainty for staff (in particular SDC staff) in relation to the future of their roles. • There is a risk of loss of staff commitment as there remains a degree of separation between the two teams.
2. Close the project with no Integration (assuming informal closer working and shared case management system continues)	<ul style="list-style-type: none"> • No conflicts of interest 	<ul style="list-style-type: none"> • Risk to service resilience • Capacity issues • Limited capacity to grow value added service offer • Limited opportunity for staff development/career progression/succession/ planning
3. Formally integrate the Legal teams	<ul style="list-style-type: none"> • Provides a sustainable solution and resilience • Provides access to wider legal team to build skills and experience as well as being able to add value. 	<ul style="list-style-type: none"> • Potential conflicts of interest • Risk that service specification is not flexible enough to meet changing demands

Selby District Council

REPORT

Reference: E/17/53

Item 8 - Public



To: The Executive
Date: 1 March 2018
Status: Non Key Decision
Report Published: 21 February 2018
Author: Karen Iveson, Chief Finance Officer
Executive Member: Councillor Cliff Lunn
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Fair Funding Consultation

Summary:

Following the provisional settlement, the government released a technical consultation on relative need, referred to as the Fair Funding Review. The consultation seeks views on what factors drive local government spending and will be key in how local government funding allocations are determined – particularly through a 100% business rates retention scheme. The Fair Funding Review is a significant development for local government funding. The Council has some specific issues which impact on its current resourcing needs – Internal Drainage Board Levies and the cost of providing services such as refuse collection and recycling in rural areas. The Executive's views on the issues raised in the consultation are sought to inform the consultation response that is currently being drafted and delegated authority to submit a response to the consultation is requested for the Chief Finance Officer in consultation with the Lead Member for Finance and Resources and the Leader.

Recommendations:

- i) **Subject to the views of the Executive in relation to the issues raised in the consultation the Chief Finance Officer, in consultation with the Lead Member for Finance and Resources and the Leader, be authorised to submit a response on behalf of the Council.**

Reasons for recommendation

To ensure a response to the consultation is submitted by the due date and allow the views of the Executive to be included in the consultation response.

1. Introduction and background

- 1.1 Following the provisional settlement, the government released a technical consultation on relative need, referred to as the Fair Funding Review. The consultation seeks views on what factors drive local government spending and will be key in how local government funding allocations are determined – particularly through a 100% business rates retention scheme.
- 1.2 The consultation lasts for 12 weeks from 19 December 2017 through to 12 March 2018.

2. The Report

TERMS OF REFERENCE

- 2.1 According to the consultation document, the terms of reference for the Fair Funding Review will:
- set new baseline funding allocations for local authorities;
 - deliver an up-to-date assessment of the relative needs of local authorities (i.e. business rates will continue to be redistributed according to relative need);
 - examine the relative resources of local authorities (including how the government takes into account locally-raised council tax and other potential sources of income that are available to councils);
 - focus on services currently funded through the local government finance settlement.

This consultation focuses on relative funding need of local authorities.

CONSULTATION QUESTIONS

- 2.2 The consultation proposes to develop an approach that begins with a transparent foundation formula to allocate all, or at least a proportion, of the available funding to each type of local authority. However, the consultation also acknowledges that there may be particular service areas where a more specific approach is required. As a result a proportion of the available funding may be allocated based on the particular cost drivers for those services. There are 30 questions in total (including sub-questions).

2.3 Cost Drivers

- 2.3.1 Common cost drivers identified by previous calls for evidence include:

- Population
- Rurality
- Deprivation

- 2.3.2 The consultation argues that these represent the characteristics of the population that affect the demand for services. The Government's intention is to limit the number of cost drivers included in a simple foundation formula to those that have a significant impact on the cost of providing services.

2.4 Area Cost Adjustments

- 2.4.1 The consultation also argues that the characteristics of an *area* may also affect the cost of delivering services. Examples provided include: the costs associated with providing services on an island, or to a widely dispersed population in rural areas.
- 2.4.2 This is an important element for Selby as a rural area with a relatively sparse population. Our response will emphasise the additional cost of delivery for a number of services such as refuse collection and recycling.

2.5 Local but significant duties

- 2.5.1 The consultation also refers to some duties which only account for a small proportion of overall expenditure but which can have a significant impact on individual authorities e.g. flood defences and for Selby, Internal Drainage Board Levies.
- 2.5.2 Selby District Council's budget for 2018/19 includes over £1.7m in respect of Internal Drainage Board Levies and these are expected to increase to £1.8m over the next 3 years - representing 15% of our overall net revenue budget by 2020/21. Whilst the Council has representation on these Boards they face their own financial challenges and the current funding system is not transparent – increases in these levies above the Council Tax referendum threshold mean further pressure on district council budgets and services. It is suggested that our preference would be to remove these from the district council's budget requirement calculation and for the IDBs to set their own precepts and council tax levels. However, if these levies are to remain within the cost of our services then adequate funding should be provided through the Local Government Finance Settlement.

2.6 Upper Tier Services

- 2.6.1 A number of questions refer to adult social care cost drivers, children's services, highways maintenance and public transport.

2.7 Waste Collection and Disposal

- 2.7.1 The following factors have so far been identified as the key cost drivers for providing these services:

- Number of households
- Types of property
- Travel times
- Deprivation

The consultation seeks views on these key cost drivers and how suitable data can be collected in order to appropriately measure these drivers.

- 2.8 The consultation also refers to the funding of Fire and Rescue Services.

2.9 Capital Financing

- 2.9.1 Currently capital financing forms a significant part of the funding formula, covering historic supported borrowing approvals – a system that was superseded by the prudential code in 2004. Capital Financing is included as a very specific cost driver and includes:

- Outstanding debt
- Interest rates

Again the consultation seeks views on these cost drivers and how they can be measured.

2.10 Other Service Areas

2.10.1 No other services have been specifically identified as requiring separate cost drivers above the foundational formula but the consultation asks if there are other service areas which require a more specific funding formula and if so what the costs drivers would be and how they would be measured.

2.11 Weighting of Funding between services

2.11.1 If more than one relative needs formula is developed, it will be necessary to decide the proportion of the overall funding that is to be allocated by each formula. In the past, control totals for the different elements in the relative needs assessment formula have been set by Government as part of the Spending Review process. However, there have been calls for this to be changed in order to reduce the level of judgement involved in funding allocations.

2.11.2 An alternative to the use of judgement in determining the weighting of different formulas would be to base these on the proportion of spending local government as a whole currently commits to different services. This could be supplemented with some trend analysis or time series modelling to set control totals that reflect the pressures that we expect local government will face in the coming years. It would also be possible to use a blend of these two approaches. As this is a relative needs assessment, these control totals would have to be constrained to the level of funding available through the local government finance settlement.

2.11.3 The consultation seeks views on how the Government should decide on the weights of different funding formulas and which statistical techniques the Government should consider when deciding how to weight individual cost drivers.

2.11.4 A number of techniques are being considered but regression analysis appears to be the favoured approach. However here the concern is that past expenditure levels are not a true reflection of future need.

2.12 Equalities

Finally the consultation asks for any comments on the potential impact of the options outlined in the consultation document on persons who share a protected characteristic, asking for evidence to support the comments.

NEXT STEPS

2.13 A response is currently being drafted by officers and the Executive's views on any of the issues highlighted are sought. The closing date of submissions is 12 March and consequently delegated authority for the Chief Finance Office to submit a response on behalf of the Council in consultation with the Lead Member for Finance and Resources and the Leader of the Council is requested.

3. Legal/Financial Controls and other Policy matters

Legal Issues

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

Financial Issues

3.2 There are no direct financial issues as a result of this report but the future funding allocated to the Council through the Local Government Finance Settlement will depend on the outcome of this work and as such it is important that the Council submits a response to this consultation.

3.3 The consultation makes no reference to relative resources i.e. Council Tax, Business Rates and other incentivised funding streams such as New Homes Bonus.

Impact Assessment and Other issues

3.3 There are no direct equalities impacts as a result of this report and the risks to future funding are set out in the Council's Medium Term Financial Strategy.

4. Conclusion

4.1 The Fair Funding Review is a significant development for local government funding. The Council has some specific issues which impact on its current resourcing needs – Internal Drainage Board Levies and the cost of providing service in rural areas.

5. Background Documents

Consultation document

<https://www.gov.uk/government/consultations/fair-funding-review-a-review-of-relative-needs-and-resources>

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