








# Council Delivery Plan 2020-23 Monitoring Report






Key:



-  Corporate priority is on track
-  There are some concerns about this corporate priority
-  Significant concerns









## Theme: A great place to LIVE

| OBJECTIVE                       | ACTION  | OFFICER LEAD    | EXECUTIVE LEAD | MILESTONE   | DUE DATE    | COMPLETED DATE | RAG   | OVERALL COMMENTARY   | OVERALL RAG   |
|---------------------------------|---|-----------------|----------------|---|-------------|----------------|---|--|---|
| <b>Increased Housing Supply</b> | <b>Maintain our Five-Year Housing Land Supply</b> | Martin Grainger | Cllr Musgrave  | Deal with pre-application queries and planning applications for new residential development expeditiously               | 31-Mar-2023 |                |    | Despite Covid the Planning Development Management Service is continuing to process applications as efficiently as possible. SDC was one of the first authorities in the region to recommence site visits and set up virtual meetings. The pandemic has however created a back log which are now seeking to address.<br><br>In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing sites for the next twenty years. Consultation on the Preferred Options draft of the plan began at the end of January 2021 and finished on 12 March. Around 1200 comments were received which are now being considered by the team. |  |
|                                 |   |                 |                | Explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below). | 31-Mar-2023 |                |   |  |   |
|                                 |   |                 |                | Proactive Work with developers to unlock 'stuck sites'  | 31-Mar-2023 |                |   |  |   |
|                                 |   |                 |                | Provide appropriate Planning support to deliver the Councils Housing Development Programme and HRA new-build projects   | 31-Mar-2023 |                |  |  |   |

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| Increased Housing Supply | Maximise the number of available homes through delivering the Empty Homes programme. | June Rothwell | Cllr Crane     | Deliver the Empty Homes Programme  | 31-Mar-2022   |                |    | <p>In the early part of 2020/21 there was an increase in the number of Empty Homes due to the global epidemic and the early closure of the Housing Market. Since then, we have seen a lot of movement and by the 1<sup>st</sup> January 2021 the number of long-term empty homes had reduced to 411.</p> <p>Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. This programme will continue into 21/22 with an aim to purchase a further 3 properties. These have been identified with negotiations ongoing with the property owners.</p> |    |
| Increased Housing Supply | Implement a Selby District Council Housing Development Programme                     | June Rothwell | Cllr Musgrave  | Agree the most appropriate delivery models for the HDP   | 31-Dec-2020   |                |    | A new Affordable Housing Strategy for 2021 onwards has been approved by the Executive. This sets out the delivery priorities for the HDP.  |  |
|                          |  |               |                | Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme. | 31-March-2023 |                |  | <p>HDP Board created and meetings taking place.</p> <p>Due to other Covid related work, phase 2 Planning reports (flood risk) have been delayed. The information needed to complete this work has now been provided. This will now go to the Planning Committee in July. Tenders are now being progressed.</p> <p>On 1<sup>st</sup> April the Executive approved a new Affordable</p>  |   |





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|                           |   |               |                |   |               |                |   | Housing Policy and a revised Policy on the use of Section 106 funding to purchase and build affordable housing, this will enable the HDP to be accelerated.   |   |
| Improve our housing stock | Deliver the housing improvement programme element of the HRA Business Plan 2019-2025. | June Rothwell | Cllr Crane     | Deliver the HRA improvement Plan.                       | 31-Mar-2022   |                |  | <p>Despite Covid the Housing Repairs Service is continuing to refurbish VOID properties and carryout emergency and non-urgent repairs. Performance in these areas is still on target.</p> <p>Following the lifting of lockdown delivery of non-urgent repairs recommenced in July 2020, with the backlog of such repairs cleared by the end of September; allowing commencement on delivery on the backlog of non-urgent repairs in October. The team made excellent progress reducing the number which had amassed from around 1,100 to circa 550 when the non-urgent works were again suspended due to the introduction of the second lockdown.</p> <p>Lessons learned from the initial lockdown, coupled with changes to operating procedures enabled us to continue delivering urgent repairs throughout the subsequent November and current lockdown periods.</p> <p>Non-urgent external repairs recommenced in April. Internal none-urgent repairs will recommence on 17<sup>th</sup> May 2021.</p> |  |
|                           |   |               |                | Deliver the HRA Business Plan 3 Year Capital Investment | 31-March-2023 |                |   | Delivery of the HRA Business Plan Capital Investment Programme  |   |

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|           |        |              |                | Programme (agreed Dec 2019). |          |                | ▶   | <p>was delayed due to covid lockdowns. Programme recommenced in August 2020 following the return to working of our major works contractors' staff teams, all of whom had been furloughed.</p> <p>Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,) coupled with increasing numbers of customers refusing works due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>Orders have been issued for 430 properties which are currently being surveyed. This included the properties we were unable to access in 2020 due to tenants refusing access, the 2021 programme and some properties programmed for 2022.</p> |             |

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| Market Town Regeneration | Develop and implement Town Action Plans and partnerships for Selby, Tadcaster and Sherburn-in-Elmet | Julian Rudd  | Cllr Buckle    | Complete Town Centre Action Plans for Selby & Sherburn  | 30-Sep-2020 |                |    | <p><b>Revitalising Towns Initiative</b> - A series of meetings were held during April with the main stakeholders and a list of potential projects and initiatives have now been identified. The SDC Officer Team will now structure a draft Programme of work which will also include Welcome Back Fund eligible work. Work on progressing the social media platform to promote businesses within the towns has been developed with Maybe Tech and is currently being presented to relevant stakeholders within the main towns.</p> <p><b>Selby District Places and Movement Study</b> - The early analysis work for the Places and Movement Study, including traffic modelling, has now been completed for the three towns Selby, Sherburn, and Tadcaster. Approval was given to undertake the consultation exercise, initially for Sherburn and Selby, at the SDC Executive meeting held on 11<sup>th</sup> of March 2021. A</p> |  |
|                          |   |              |                | Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans. | 31-Dec-2020 |                |  | comprehensive briefing for all SDC Members focusing on emerging proposals in the Places and Movement Study took place on 18 March 2021. The briefing included a presentation from WSP, the lead consultants on the Study. The joint consultation with North Yorkshire County Council started on 5 <sup>th</sup> April and ended on 23 <sup>rd</sup> April. The consultation has now ended, and results are currently being   |   |
|                          |   |              |                | Complete Town Centre Action Plan for Tadcaster  | 31-Mar-2021 |                |  |  |   |
|                          |   |              |                | Implement the Opening Town Centres Safely plan.   | 31-Mar-2021 |                |  |  |   |
|                          |   |              |                | Complete Places and Movement study of Selby, Sherburn and Tadcaster -                               | 30-Apr-2021 |                |  |  |   |

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|           |        |              |                | joint with NYCC (plus LEP funds).  |             |                |     | <p>assessed. A report will be brought to the August Executive.</p> <p><b>Selby Station Gateway Transforming Cities Fund (TCF)</b> The Transforming Cities Fund project public consultation was completed on 23<sup>rd</sup> March 2021. The feedback from the consultation is still being assessed and the outcomes will be published. Outline Business Case (OBC) submitted and further work requested by WYCA to put forward options for use of all the TCF contribution by March 2023, whilst accepting that discussions continue with DfT over the project deadline. Development funding to be released to progress full package of proposals to allow submission of the planning application. Decision on revised business case expected in Sept/October 2021. The March 2023 national deadline for completion remains challenging, particularly for projects that involve land acquisition. Officers remain in dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available.</p> |             |
|           |        |              |                | Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including: | 31-Mar-2022 |                | ▶   |   |             |
|           |        |              |                | Deliver the Selby town centre High St Heritage Action Zone programme.                      | 31-Mar-2023 |                | ▶   |   |             |
|           |        |              |                | Deliver Transforming Cities Fund programme to transform the Selby station area.            | 31-Mar-2023 |                | ▲   |   |             |





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| <b>Theme: A great place to ENJOY</b> |                               |                  |                |   |             |                |     |  |             |
| Community                            | Develop a resilient community | Angela Crossland | Cllr Buckle    | Establish local arrangements that support residents in addressing financial difficulty.   | 31-Dec-2020 | 31-03-21       | ▶   | Regular communications to residents including how to access Covid grant assistance funds from Community Support Organisations. CSOs signposting residents with ongoing difficulty to income maximisation teams and Citizens Advice. £112,000 in self isolation grants paid to date.<br>An additional £369,134.00.00 in COVID-19 Hardship Support for working age claimants against the cost of their Council Tax bills<br>Wider recovery work with the Local Resilience Forum on poverty and debt resumed March 2021.<br>New member funding framework agreed to replace CEF funding arrangement. Executive report due 8 July to agree use of a £100k fund to support community funding. Potential to explore a longer term legacy fund initiative. To be presented to Full Council in due course.<br>Selby Voice community engagement started March 2021 to support community conversations on health matters.<br>Initial meetings held with CCG, Two Ridings Community Foundation and Community | ▶           |
|                                      |                               |                  |                | Collaborate with community representatives and funders to establish the community engagement and funding process post covid-19  | 30-Jun-2021 |                | ▶   |  |             |
|                                      |                               |                  |                | Collaborate with local authority, health, and voluntary sectors to establish a development pathway for a strong and resilient VCS sector to support community emergency response and long-term recovery of communities from Covid-19. | 30-Sep-2021 |                | ▶   |  |             |

|                                  |  |                |               |  |             |  |   |   |   |
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|                                  |  |                |               |  |             |  |   | First Yorkshire to develop network plan and lottery bid for development programme.  |   |
| <b>Environment – Low Carbon</b>  | <b>Implement the recommendations of the Low Carbon Working Group</b>                             | Dave Caulfield | Cllr Musgrave | Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group (LCWG).   | 31-Dec-2020 |  |  | The Policy Review LCWG report and Draft Action Plan are scheduled to go to the Executive on 8 July 2021. Tree canopy targets set as part of the White Rose Forest Partnership plan to identify tree planting areas in the district to 2050. Community led initiative, 'Just Transition' commenced to look at developing community based net zero carbon initiatives |  |
| <b>Environment – Green Space</b> | <b>Work with local partners to maintain and enhance local parks, play areas and open spaces.</b> | Keith Cadman   | Cllr Grogan   | Deliver capital investment of £100k p.a. to improve quality and accessibility of Council play areas – improving two play areas per year for the years 2020-21; 2021-22; 2022-23. | 31-Mar-2023 |  |  | The contract has been awarded for the Grange Road play area and the initial site visit is planned for early June. Tenders will shortly be going out for Charles Street and we are awaiting the start of a new framework which will allow us to procure contractors for the remaining four play areas over the next 2 years.   |  |







## Theme: A great place to GROW





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|-----------------|---|------------------|----------------|--|-------------|----------------|-----|--|-------------|
| Local Plan      | Deliver the Local Plan by 2023  | Martin Grainger  | Cllr Musgrave  | Develop Preferred Options and consult stakeholders.  | 28-Feb-2021 |                |     | Significant progress has been made on the production of a Local Plan. A range of technical studies have been undertaken and a Preferred Options version of the plan produced for consultation. This followed on from an Issues and Options Consultation early in 2020.   |             |
|                 |   |                  |                | Develop Submission Draft and consult stakeholders  | 28-Feb-2022 |                |     |  |             |
|                 |   |                  |                | Draft Local Plan Submitted for Examination by the Planning Inspectorate  | 30-Jun-2022 |                |     |  |             |
|                 |   |                  |                | Create the evidence base – including an Infrastructure Delivery Plan for the Selby district.   | 31-Mar-2023 |                |     |  |             |
|                 |   |                  |                | Local Plan adopted   | 31-Mar-2023 |                |     |  |             |
| Visitor Economy | Continued delivery of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'. | Angela Crossland | Cllr Grogan    | Work plan reviewed for the 'Selby District Visitor Economy Strategy 2018-22 – and beyond' with emphasis on sectoral support and development needs in response to C-19: | 30-Sep-2020 | 11/07/20       |     | Heart of Yorkshire branding guidelines launched with local VE businesses attending launch seminars. HoY website holding page developed. 3 further tourism specific business development seminars and network events delivered. 13 walks in the Selby District are currently featured on the Welcome to Yorkshire <a href="#">Walkshire map</a> , with more to add. 8 walks are also planned into the 'Walk of the Day' calendar, across the remainder of the year, including the waymarked trails at Skipwith Common, the Wolsey Walk and the Selby Horseshoe. |             |
|                 |   |                  |                | Deliver short-term outputs – emphasis on local people & stay-cationing   | 31-Mar-2021 | 31/12/20       |     |  |             |
|                 |   |                  |                | Deliver medium term outputs – broadening emphasis to national trade  | 31-Dec-2021 |                |     |  |             |
|                 |   |                  |                | Longer term outputs – developing emphasis to include international travellers  | 31-Mar-2023 |                |     |  |             |
| Visitor Economy | Develop and implement the Selby District Cultural Development                             | Angela Crossland | Cllr Grogan    | Selby District Cultural Development Framework completed (including evidence base & consultation with stakeholders, as agreed with                                      | 31-Dec-2020 |                |     | Cultural Development Framework will go to Executive for sign off July 2021. Funding for key projects from the CDF confirmed by Full Council Sept   |             |







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|                                | <b>Framework.</b>  |              |                | fundern)  |             |   |   | 2020 including establishment of an Events Officer Resource now in place.  |   |
|                                |  |              |                | Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barlby Road Corridor project; extending festivals/events offer;                     | 30-Apr-2022 |   |  |   |   |
| <b>Enterprise &amp; Growth</b> | <b>Deliver the Selby District Economic Development Framework 2022...and beyond</b> | Julian Rudd  | Cllr Buckle    | Deliver a sustainable and targeted programme of support to SME businesses – to support the post-Covid recovery  | 31-Mar-2023 |   |  | SDC have been fully involved in the YNY LEP in the development and shaping of the Covid -19 Economic Recovery Plan – Greener, Fairer, Stronger. This Plan reflects both regional and local priorities and action plans for the short and medium term. This Plan is constantly reviewed to reflect emerging economic challenges and central government responses to the Covid impact and now reflects actions supported by the budget announcements. The Council’s support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. ED are currently looking at options to support SDC business Start-ups created during the pandemic and post pandemic period to ensure their viability and sustainability. Throughout the Covid period, officers have worked with strategic site developers, holding a minimum of quarterly Site Development reviews. These will continue as we emerge from lockdown and are coordinated to include Planning Development Management; Department for International Trade |  |
|                                |  |              |                | Develop and agree with the owners of each key strategic site identified in the EDF Framework (e.g. S2, Eggborough, Kellingley) a programme of short, medium term deliverable actions to bring the site forward in line with EDF | 31-Mar-2023 |  |   |   |   |

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|           |        |              |                |           |          |                |     | and the LEP Inward Investment team. This approach ensures that the best investment opportunities come forward to match SDC priorities and that there is a 360-degree approach to delivering quality investment and employment opportunities. |             |

## Theme: A great place with a Council delivering GREAT VALUE

| OBJECTIVE                | ACTION                               | OFFICER LEAD    | EXECUTIVE LEAD | MILESTONE  | DUE DATE    | COMPLETED DATE | RAG   | OVERALL COMMENTARY  | OVERALL RAG   |
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| <b>Digital Customers</b> | <b>Deliver Digital Strategy 2020</b> | Stuart Robinson | Cllr Lunn      | Complete implementation of Digital Workforce – Office 365; new devices; MyView   | 31-Dec-2020 | 31-Mar-2021    |    | <b>Digital Workforce</b> <ul style="list-style-type: none"> <li>MyView attendance module live from 1 April. All main elements of the programme now delivered (O365, new devices, MyView).</li> <li>IT Training portal rolled out to members to support skills</li> <li>Additional work to upgrade member devices, additional training for staff, improve security and extend access to partner organisations is progressing and expected to go live this summer.</li> </ul> <b>Digital Customers</b> <ul style="list-style-type: none"> <li>Implementation of Civica Pay online payments portal – delayed due to Civica capacity – on track to complete by Q2 2021/22 (to integrate with Housing System).</li> <li>Implementation of Citizens Access Revenues delayed (along with CA Benefits) due to pressures on Taxation &amp; Benefits Team caused by Covid Grants</li> </ul> |  |
|                          |                                      |                 |                | Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project | 31-Dec-2021 |                |  |   |   |
|                          |                                      |                 |                | Complete full implementation of Civica CX digital platform for housing and asset   | 31-Jul-2022 |                |  |   |   |

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|                          |  |                 |                | management.  |             |                |   | <p>work. CAR scheduled for May; CAB for July.</p> <ul style="list-style-type: none"> <li>• Citizens Online (improving digital skills of residents) project hampered due to capacity of (customer facing) teams to support this.</li> <li>• E-Forms for Licensing Applications May 2021</li> <li>• Scanstation re-location and development of MYSCAN to complete by end Q2</li> <li>• E-Billing for Revenues &amp; Benefits Q3</li> </ul> <p><b>Civica Cx Housing System</b></p> <ul style="list-style-type: none"> <li>• Upgrade to live system (bug fixes plus improvements in automating lettings) was put into Test on 13th May and will be tested for 6 weeks.</li> <li>• Testing on integration with CivicaPay to be completed concurrently.</li> <li>• Workshops for the Cx Contractor (asset module) planned for July following successful testing of the upgrade to Live.</li> </ul> |   |
| <b>Digital Customers</b> | <b>Transform customer contact services and achieve channel shift</b>         | June Rothwell   | Cllr Buckle    | Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.  | 31-Sep-21   |                |  | Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.   |  |
| <b>Quality Workforce</b> | <b>Deliver People Plan to support and develop staff through major change</b> | Stuart Robinson | Cllr Lunn      | Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills | 31-Mar-2022 |                |  | <ul style="list-style-type: none"> <li>• Staff briefing session delivered 28 Apr attended by 166 employees (66%)</li> <li>• Manager skills training programme completed. Feedback positive.</li> <li>• Leadership and management development programme scheduled to commence end of May.</li> </ul>  |  |

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|                                |  |               |                |  |             |                |   | <ul style="list-style-type: none"> <li>Staff engagement programme commenced 24 Mar with LT focus group. Further focus groups with cross section of staff scheduled for May followed by staff survey.</li> <li>Staff survey commenced 14 May focused on return to the workplace.</li> <li>Q1 will see development of programme to support staff core skills, e.g. information governance.</li> </ul> |   |
| <b>Effective use of Assets</b> | <b>Develop and implement the Asset Strategy 2020-30.</b>   | June Rothwell | Cllr Lunn      | Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets                    | 30-Sep-2021 |                |    | <p>The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated.</p> <p>The disposal part of the Portholme Road site to Aldi has completed.</p>  |    |
| <b>Value for Money</b>         | <b>Deliver robust arrangements to ensure financial plans are delivered, costs are minimised and planned savings and new opportunities for income are delivered</b> | Karen Iveson  | Cllr Lunn      | Implement the strategic objectives set out in the MTFS – deliver investment programmes and savings | 31-Mar-2023 |                |    | Covid has impacted severely on the Council's finances and capacity over the last year. The overarching MTFS objectives remain but the majority of savings have been pushed back to 23/24. Investment programmes are in place but spending has been delayed as a result of capacity diverted toward the Council's response to the pandemic.  |    |
|                                |  |               |                | Review the budget for 20/21 and set balanced budget for 21/22 in light of Covid.                   | 31-Mar-2021 |                |  | A revised budget for 20/21 was approved by Council in September 2020 along with a revised MTFS. The budget for 21/22 was approved by Council in February 2021. It includes provision for Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which   |  |

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|  |  |  |  |  |               |  |     | have crystallised over 20/21. |     |
|  |  |  |  | Update the MTFS in light of Covid impacts and delayed 'Spending Review' (incorporating the Fair Funding Review and any changes to Business Rates and Retention). | 31 March 2022 |  | N/A | Not started                   | N/A |