








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
Increased Housing Supply	Maintain our Five-Year Housing Land Supply	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. 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 took place between 31 st January and 12 March 2021. Over 1200 comments were received which will help to inform the Publication version of the Local Plan, which will be consulted on in early 2022. A further 44 sites were submitted as part of the Preferred Options consultation and a further consultation on these	
				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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								additional sites will take place between 2 nd August and 13 th September 2021. A number of additional evidence base documents will also be consulted on over the summer.	
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 2021/22 there has been a decrease in the number of Empty Homes, this may be due to sale progressing following the global epidemic and the early closure of the Housing Market. Since then, we have seen a lot of movement and by the 1st January 2021 the number of long-term empty homes had reduced to 411. Of these 26 have been brought back into use against a target of 5 for Q1.</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. Bids have been placed on 3 properties which will be purchased to complete the Homes England programme.</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		▶	<p>A new Affordable Housing Strategy for 2021 onwards has been approved by the Executive. This sets out the delivery priorities for the HDP.</p> <p>HDP Board created and meetings taking place.</p> <p>Due to other Covid related work,</p>	▶
				Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme.	31-March-2023				

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							▶	<p>phase 2 Planning reports (flood risk) had been delayed. The information needed to complete this work has now been provided. This will now go to the Planning Committee in August. Tenders are now being progressed.</p> <p>On 1st April the Executive approved a new Affordable 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.</p> <p>Negotiations to purchase S106 properties are ongoing.</p>	
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>Non-urgent external repairs recommenced in April 2021. Internal none-urgent repairs recommenced on 17th May 2021. 2 additional trades staff have been recruited to work on the backlog of jobs. Substantial progress has been made to deliver current repairs on target and reduce the Covid backlog.</p>	▶
				Deliver the HRA Business Plan 3 Year Capital Investment Programme (agreed Dec 2019).	31-March-2023		▶	<p>Delivery of the HRA Business Plan Capital Investment Programme was delayed due to covid lockdowns.</p> <p>Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,)</p>	

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								<p>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>A programme of 550 properties have been issued to the contractor for survey or work. Orders are being issued as the surveys are returned. 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>Revitalising Towns Initiative</p> <p>The SDC Officer team have identified potential schemes and highlighted their relevance to wider Council initiatives and policies. The project framework documents, known as 'Plan on a Page' (POAP) have been completed for each town. The Tadcaster POAP is still in draft format, but both the Selby and Sherburn POAP have been shared with the Town Centre Regeneration Board. The last Town Centre Regeneration Board, held on 28th July 2021 received a presentation from Carolyn Frank. Small Business Federation, which focused on the organisation's members response to COVID over the last year. The Council will continue to work with the FSB and SMEs to benefit the District's centres.</p> <p>The SDC Officer Team are continuing to work up the priority projects based on outcomes from the Chris Wade Revitalising Towns work. This includes likely budget allocation and project delivery programmes. This outline work was completed in July 2021 and further project scoping is underway, taking account of the initial project delivery evaluation. This work is being broadened to include the legacy projects recently identified and a report to agree the approach to delivery of</p>	▶
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-2020		▶		
				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>projects will be considered by the Executive in September 2021.</p> <p>Selby District Places and Movement Study</p> <p>The key objective of the Study was to assess opportunities for the improvement of the town centres and create better places to work, visit, live, and spend leisure time. The joint consultation with North Yorkshire County Council completed on 23rd April. The project team have now assessed all consultation responses and propose a way forward, in partnership with NYCC. A report summarising the consultation, and proposed way forward will be submitted to September 2021 Executive meeting. This will also take account of current work being undertaken by the Local Plan Team in Tadcaster. The proposals would taken forward through a future Levelling Up Fund bid and the Council recently allocated £2m as a match for a bid of up to £20m to implement projects coming out of this P&M study.</p> <p>Selby Town Centre High Street Heritage Action Zone</p> <p>The HSHAZ is a national grant programme by Historic England to invest in Selby town centre through community engagement</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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								<p>and building regeneration projects. This includes the creation of new planning guidance which explores the details of Selby's heritage character and features and offer guidance on how to maintain and enhance them. It is under draft internal review and was written by Donald Insalls architects. The project also includes the potential for property improvement grants for town centre business owners helping to fund repairs to historic buildings and reinstating some lost heritage features. The final strand of the project is the development of several community activities throughout the lifetime of the project, celebrating our heritage with all types of Selby residents. This began with school artist workshops in June and an activity plan has been created for the summer and autumn of 2021 alongside other project partners.</p> <p>Selby Station Gateway Transforming Cities Fund (TCF)</p> <p>The Outline Business Case (OBC) was submitted to WYCA at the end of April and WYCA has requested further work to be done to show how the TCF contribution can be fully spent by March 2023, should the DfT not move the current funding deadline. Final approval for the</p>	

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								<p>OBC is now expected in later 2021, with recommendations on how to proceed to the Full Business Case (FBC) stage. Work is taking place to strengthen and refine the Business Case, involving NYCC and the lead consultants for the project WSP.</p> <p>As previously highlighted, the March 2023 national deadline for completion of TCF projects, set by the DfT before the pandemic, remains very challenging, particularly for projects that involve land acquisition. Officers are in continuous dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available. A recent report to the 8 July Executive has agreed a range to actions to support delivery of the TCF project and to respond to timescale challenges.</p>	

Theme: A great place to ENJOY									
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	
				Collaborate with community	30-Jun-				

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				representatives and funders to establish the community engagement and funding process post covid-19	2021			signposting residents with ongoing difficulty to income maximisation teams and Citizens Advice. £132,500 in self isolation grants paid in total - £28,000 of this in Q1. An additional £369,134 in COVID-19 Hardship Support for working age claimants against the cost of their Council Tax bills (support scheme now ended – was for the previous financial year). Wider work continues with NYCC to look at increased support to those ineligible for self-isolation payments. New member funding framework agreed to replace CEF funding arrangement and live from 1 st June 21. Executive report due 8 th July to agree use of a £100k fund to support community funding. Longer term legacy fund initiative to be presented to Full Council 22 nd July.	
				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				
Environment – Low Carbon	Implement the recommendations of the Low Carbon Working Group (LCWG)	Dave Caulfield	Cllr Musgrave	Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group.	31-Dec-2020			The Policy Review Committee LCWG continue to meet – the last meeting was held on 6 July and the next meeting is scheduled for 23 August. Low Carbon Officer appointed who is : progressing the APSE scope 3 emissions study; starting tree work, including writing to all Parish Councils and local members; progressing a number of 'business as usual' actions identified in the draft Low Carbon Action Plan; and developing a draft Low Carbon Strategy (due to go to the Executive on 9 September 2021 for approval, subject to sign off	

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								by the Portfolio Lead);	
Environment – Green Space	Work with local partners to maintain and enhance local parks, play areas and open spaces.	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			Works to Grange Road will start w/c 16 th August and the Charles Street tender documents are currently being prepared. We signed up to a new framework in June which will allow us to procure the remaining four sites which will be completed over the next two years.	

Theme: A great place to GROW

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
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. Consultation on the Preferred Options draft of the plan took place between 31 st January and 12 March 2021. Over 1200 comments were received which will help to inform the Publication version of the Local Plan, which will be consulted on in early 2022. A further 44 sites were submitted as part of the Preferred Options consultation and a further consultation on these additional sites will take place between 2 nd August and 13 th September 2021. A number of additional evidence base documents will also be consulted on over the summer.	▶
				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		▶		

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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 Walkshire map , 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 Framework.	Angela Crossland	Cllr Grogan	Selby District Cultural Development Framework completed (including evidence base & consultation with stakeholders, as agreed with funders)	31-Dec-2020			Cultural Development Framework submitted to Executive for sign off July 2021. Funding for key projects from the CDF confirmed by Full Council Sept 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				
Enterprise & Growth	Deliver the Selby District Economic Development Framework 2022...and beyond	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	
				Develop and agree with the owners of each key strategic	31-Mar-2023				

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				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				<p>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.</p> <p>The Council's support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. In summary, the Council has provided:</p> <ul style="list-style-type: none"> • Business support to +300 SME's supplying information, diagnosis and brokerage to grant funding, loan applications and consultancy support via various different programmes through the Leeds and York & North Yorkshire Local Enterprise Partnerships. • Grant funding for innovation, start ups, resource efficiency, creative sectors, capital expenditure, property purchase and digital transformation stands at £1m+ • Consultancy support funding also at £1m+ • Assisted 98 new start businesses ensuring viability and sustainability, directing in terms of legal obligations and supported with business planning. • Introduced the first Selby District Business Week which 	

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								<p>successfully saw 238 business engaged with the Local Authority.</p> <ul style="list-style-type: none"> • Put on various workshops to help businesses grow/deal with changing legislation. • Introduced the first Selby Business Conference (though this had to be cancelled due to pandemic) • Introduced first Selby District Business Awards with 8 categories • Established two successful forums/networking groups that have supported the local supply chain and circular economy, keeping the spend within the District. Each group has an average attendance of 32 businesses. Maintained contact throughout pandemic via online meetings though numbers for this were at an average of 16 per group. • Sit on the Skills Support for the Workforce steering group and work closely with Calderdale College and the Skills Support programme. • Establishing an Employability and Skills group with the YNY LEP, ESFA (Education and Skills Funding Agency), DWP and local employers to ensure Selby District has a voice into government as to the challenges around employment and skills (first meeting September 2021) • Work closely with NYBEP 	







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								<p>(North Yorkshire Business & Education Partnership) working with schools forming a relationship between schools and businesses to help young people identify skills and ambitions for future careers.</p> <ul style="list-style-type: none"> • Work with apprenticeship providers and the Apprenticeships Hubs. • Recent guidance has included making our town centre businesses 'Inclusive, Safe, Welcoming', providing access for all people, including those with limited mobility. <p>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 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. The new Economic Development Manager starts work in August 2021 and will review the team's priorities for the remainder of the lifetime of this Council, working with the Executive.</p>	






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
Digital Customers	Deliver Digital Strategy 2020	Stuart Robinson	Cllr Lunn	Complete implementation of Digital Workforce – Office 365; new devices; MyView	31-Dec-2020	31-Mar-2021		<p>Digital Workforce</p> <ul style="list-style-type: none"> All main elements of the programme now delivered (O365, new devices, MyView). Access to partner organisations now in place to support improved collaboration. Additional training for staff delivered and improved security – including biometrics – in place. Additional work to upgrade member devices expected later this summer. <p>Digital Customers</p> <ul style="list-style-type: none"> Implementation of Civica Pay online payments portal put back to 5 Oct 2021 to allow exploration of alternative telephone payments. Implementation of Citizens Access Revenues commenced. CA Benefits delayed due to pressures on Taxation & Benefits Team caused by Covid Grants. <p>Civica Cx Housing System</p> <ul style="list-style-type: none"> Upgrade to live system (bug 	
				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.				fixes plus improvements in automating lettings) scheduled for 20 Sept. <ul style="list-style-type: none"> • Test system to be upgraded end Sept to enable progression of phase 2 project. • Workshops for the Cx Contractor (asset module) underway. 	
Digital Customers	Transform customer contact services and achieve channel shift	June Rothwell	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	01-Nov-22			Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.	
Quality Workforce	Deliver People Plan to support and develop staff through major change	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"> • June staff briefing session attended by 168 employees (67%) • Manager skills training programme completed. Feedback positive. • Leadership and management development programme commenced and will run to end Nov. • Staff engagement programme commenced. Staff survey commenced 14 May focused on return to the workplace – 61% response rate – followed by focus groups with cross section of staff. • Commenced development of programme to support staff core skills, e.g. information governance. 	
Effective use of Assets	Develop and implement the Asset Strategy 2020-30.	June Rothwell	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2022			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. The disposal part of the Portholme Road site to Aldi has completed.	

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								Bids have been received for the old Council depot at Barby Road.	
Value for Money	Deliver robust arrangements to ensure financial plans are delivered, costs are minimised and planned savings and new opportunities for income are delivered	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 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			The MTFS has been updated and has been to Council in July 21 and incorporates covid impacts plus areas of additional investment. The spending review however continues to be delayed, so there is no update on this at present.	