








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. Since May we have managed to reduce it by around 27%. In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing and employment 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 additional sites took place between 2 nd August and 13 th September 2021. A number of additional evidence base documents have also been	
				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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								<p>consulted on as a separate exercise. They related to the approach to Greenbelt, CIL and Local Plan Viability, Greenspace Audit and Indoor/Outdoor Sports.</p>	
<p>Increased Housing Supply</p>	<p>Maximise the number of available homes through delivering the Empty Homes programme.</p>	<p>June Rothwell</p>	<p>Cllr Crane</p>	<p>Deliver the Empty Homes Programme</p>	<p>31-Mar-2022</p>		<p></p>	<p>By end September there were 352 homes empty and unfurnished for more than 6 months, this in comparison with 12 months ago when there were 433 empty. Over the last year around 100 properties are back in use (or demolished) following interventions from the Council. Most often this has been letters offering assistance, advise letters supporting VAT reductions, follow up calls and nudge behaviour towards taking responsibility and decisions about the property's future. In most cases properties became re-occupied after a change in ownership.</p> <p>We have seen a lot of movement leading to a reduction 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. A further 12 long term empties were demolished in Q2 against a target of 5.</p> <p>Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. A further property was purchased in Q2 and 2 more are in process which will be purchased to complete the Homes England programme.</p>	<p></p>



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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			HDP Board created and meetings taking place. Due to other Covid related work, phase 2 Planning reports (flood risk) had been delayed. The information needed to complete this work has now been provided. Further responses from the EA delayed progress of this to Planning Committee in August. This will now go to the Planning Committee in November. On 1 st 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. Negotiations to purchase 22 S106 properties are ongoing.	
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			The Housing Repairs Service is continuing to refurbish VOID properties and carryout all repairs and performance in these areas remains on target. Substantial progress has been made with Covid backlog work. Reducing this by 77% 2 additional trades staff have been recruited to work on the backlog of jobs.	
				Deliver the HRA Business Plan 3 Year Capital Investment Programme (agreed Dec 2019).	31-March-2023			Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,) coupled with increasing numbers of customers refusing works	

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							▶	<p>due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>In addition in Q2 contractors have requested price increases due to increased material and labour costs. The programme is achieving targeted performance, however, this could impact on future performance.</p> <p>A programme of 548 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>	
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 priority projects included within the Town Centres Revitalisation Programme were approved at 09.09.21 Executive meeting. The scope of the work has been broadened to include Sherburn Legacy Projects. Detailed project plans are being developed to ensure that projects are completed (or at least under construction) by March 2023.</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		▶		
				Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including:	31-Mar-2021		▶		

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				Complete Places and Movement study of Selby, Sherburn and Tadcaster – joint with NYCC (plus LEP funds).	30-Apr-2021			<p>Selby District Places and Movement Study</p> <p>A report summarising the consultation, and proposed way forward was approved at 09.09.21 Executive meeting. The report also acknowledged the current work being undertaken by the Local Plan Team in Tadcaster. It remains the intention to take forward proposals through a future Levelling Up Fund bid. SDC has allocated £2m as a match for a bid of up to £20m to implement projects coming out of this P&M study.</p>	
				Deliver the Selby town centre High St Heritage Action Zone programme.	31-Mar-2023			<p>Selby Town Centre High Street Heritage Action Zone</p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				Deliver Transforming Cities Fund programme to transform the Selby station area.	31-Mar-2023			<p>The HSHAZ is a national grant programme by Historic England to invest in Selby town centre through community engagement 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.</p> <p>A number of premises have taken up the property improvement grant initiative and will start to show heritage renovation in coming quarters.</p> <p>The quarter has included cultural and community activity including 'Selby Stories' - oral histories and reminiscences of local people.</p> <p>Song-writing workshops and a new iteration of the Minecraft project including in person workshops.</p> <p>'Selby Faces' researching famous and well-known Selby people with portraits developed and displayed in the Abbey.</p> <p>National Heritage Open Days local activity including a 'Streets For All' audit approach</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 requested further work to be done to show how the TCF contribution can be fully spent by March 2023. This work has now been completed and is to be submitted in early October 2021. Final approval for the OBC is now expected in later 2021, and</p>	

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								<p>recommendations on how to proceed to the Full Business Case will be identified. Important to note: 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. The Council has identified sufficient funding to ensure that the Station Gateway scheme will be fully delivered, including the Station Plaza, by March 2024.</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		Full Council approved the establishment of a £2M Community Legacy Fund with Two Ridings Community Foundation to support local	
				Collaborate with community	30-Jun-	01-11-21			






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				representatives and funders to establish the community engagement and funding process post covid-19	2021			community organisations to access District funding, protected to the area in perpetuity.	
				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			Selby health Matters Partnership have established a new action plan for 2021-2023 which includes developing a leadership programme to support VCSE and health leaders to provide joined up services. Programme design will be developed. Interim local place leader networks established by Community First Yorkshire. Selby District AVS has joined the Equalities and Advice networks to further strengthen connections between VCSE providers. Revised due date 31 Mar 2022.	
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			<p>The Policy Review Committee LCWG continue to meet – the last meeting was held on 13th October and the next meeting is expected to be held as a workshop to discuss the range of low carbon projects, prioritise, and investigate costs and timescales.</p> <p>Low Carbon Officer has developed a Low Carbon Strategy which was approved by Executive on 7th October and will go to full Council on 21st December.</p> <p>Progress is being made with a number of low carbon projects – baseline emissions study for</p>	

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								2018-2019 has been completed by APSE, further data gathering will be completed to calculate carbon footprint for 2019-2020 and 2020-2021; tree planting plans are progressing with collaboration with the White Rose Forest (WRF); there are now pages on the website for climate work under Resident > Sustainability; further EV chargers are proposed; and methods for reducing emissions in our built environment and vehicle use are being investigated.	
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 are at interim completion stage and the play area will reopen shortly once the new grass seed has taken. Specification documents are being completed for the remaining sites in the programme which will be completed over the next 18 months to 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			In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing and employment 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	
				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 –	31-Mar-				

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				including an Infrastructure Delivery Plan for the Selby district.	2023			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 took place between 2 nd August and 13 th September 2021. A number of additional evidence base documents have also been consulted on as a separate exercise. They related to the approach to Greenbelt, CIL and Local Plan Viability, Greenspace Audit and Indoor/Outdoor Sports.	
				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 website and branding now launched with local VE businesses. Reached over 11,000 visits on the site. 'Get to Know Yor Heart' resident weekend delivered in three towns on 16/17 Oct. Campaign reached over 70,000 people through social media channels and promoted on 10 buses across district. Engagement and planning with national/international trade slowed due to Covid recovery. Continue to access national/international through Welcome to Yorkshire.	▶
				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	31-07-21	▶	Announced as one of Arts Council England's National Priority Places. One of 5 in Yorkshire and Humber. Cultural Development Framework signed off in July 2021 and delivery commenced. Events Officer	▶

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				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barby Road Corridor project; extending festivals/events offer;	30-Apr-2022			appointed. Supported delivery of Super Saturday, a Welcome Back to the High Street event in Tadcaster. Selby Stories commenced in line with Heritage Action Zone. Artist in residence appointed to Selby Abbey to complete this work	
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 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 This Council’s key economic priorities and projects will be put forward for inclusion in the Plan, which will guide the early years of the new authority. SDC has been provided support with an initial emphasis on reopening the high streets safely, now moving into post-Covid growth opportunities. In summary, SDC has continued to provide support on an increasingly in-person basis: <ul style="list-style-type: none"> · Business support to SME’s; · Grant funding for innovation, start-ups; and · Consultancy support funding; · As we emerge from lockdown, SDC has planned a series of workshops to help businesses grow/deal with changing legislation and economic challenges. · Planned 2nd Selby District Business Awards; 	

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								<ul style="list-style-type: none"> · Planned Circular economy forum; · Re-Established two successful forums/networking groups post-lockdown – now held once again in person; · Planned and delivered the first Employment and Skills Forum; · Worked closely with NYBEP (North Yorkshire Business & Education Partnership) working with schools forming a relationship between schools and businesses; · Worked with apprenticeship and providers and the Apprenticeships Hubs. 	
				<p>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</p>	<p>31-Mar-2023</p>		▶	<p>The new Economic Development Manager has now been in place almost 3 months and is mid-review of the team’s priorities for the remainder of the lifetime of this Council, working with the Executive. During Q2 the outlook for strategic development sites has become considerably more positive and whilst developers would prefer a tenant before building starts, they are broadly prepared to commence construction even without a client in mind meaning that progress has accelerated on most sites. This is the result of market shift and significant demand for industrial and storage space in the region. SDC has worked with developers to facilitate this and to encourage the type of development that would fit within the YNY Plan for Growth</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 in place to support collaboration. Additional training for staff delivered and improved security – including biometrics – in place. Upgrade to member devices and new tablets for Trades scheduled Q4. Mobile phone replacement of older devices also Q4. <p>Digital Customers</p> <ul style="list-style-type: none"> Agreement reached on approach to phone payments – implementation of Civica Pay online payments portal now end Nov 2021. 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 fixes plus improvements in automating lettings) completed. Project plan in place for phase 2 – expect to complete Aug 2022. Upgrade to test system in progress. Tenants Portal expected to go live early Q4 with initial content limited to rent and housing related processes. Campaigns 	
				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 management.	31-Jul-2022				

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								and feedback modules by end Q3. <ul style="list-style-type: none"> 2nd round of workshops for the Cx Contractor (asset module) completed. 	
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			Civic Centre reception is now fully open. Customer Services are now open for appointment-based services for those customers unable to access services by other means. 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"> Sept staff briefing session attended by 162 employees (65%) Manager skills training programme completed. Feedback positive. Management development programme ongoing – including some classroom-based sessions - and will conclude end Q3. Leadership development modules planned for Q4 – including coaching. Adult skills portal launched in partnership with Selby-based The Skills Network. Staff engagement programme commenced. Second staff survey launched 14 Oct – to be followed by focus groups. Push to complete PDRs launched Sept – aim to finalise Training Plan in Q3. 	
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. The disposal part of the Portholme	

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								Road site to Aldi has completed. The lease and sale to L & G and the new licence for the Police will complete in Q3. Bids have been received for the old Council depot at Barlby Road. Marketing has commenced for Edgerton Lodge.	
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.	