








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			The Planning Development Management Service is continuing to process applications as efficiently as possible. The Covid pandemic has created a back log which are now addressing. In addition, the number of planning applications is high with an increase of around 23.5 to 29% seen in the first six months of 2020/21. As you would expect this is reflected in incomes which is also high. 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 31st 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 2nd August and 13th September 2021. A number of additional	
				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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								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. Technical work is now progressing with further consultation programmed for summer 2022.	
Increased Housing Supply	Maximise the number of available homes through delivering the Empty Homes programme.	Sarah Thompson	Cllr Crane	Deliver the Empty Homes Programme	31-Mar-2022		▶	By end December 2021 there were 353 homes that had been empty and unfurnished for more than 6 months, compared 411 12 months ago. During the first three quarters of 2021/22, 73 homes that have been empty for 6 months+ have been brought back into use back in use (or demolished) following interventions from the Council. This includes 36 homes brought back into use (or demolished) that have been empty over 2 years. Most often these successes have been the result of letters offering assistance, advice letters supporting VAT reductions, follow up calls and nudge behaviour towards taking responsibility and decisions about the property's future. The Council's empty homes grant programme, which turns empty homes into homes for households at risk of homelessness/ rough sleeping, also continues to contribute to this figure. Whichever form the Council's intervention takes, in most cases homes became re-occupied after a change in ownership. We continue to work with Homes England to complete the Empty Homes Acquisition programme. Seven properties purchased have now been let as affordable housing and another three are expected to be complete and let by the end of Q4.	▶



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Increased Housing Supply	Implement a Selby District Council Housing Development Programme	Sarah Thompson	Cllr Musgrave	Agree the most appropriate delivery models for the HDP	31-Dec-2020	1-Apr-2021	▶	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 March. 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.	Phil Hiscott	Cllr Crane	Deliver the HRA improvement Plan.	31-Mar-2022		▶	The Housing Repairs Service is continuing to refurbish VOID properties and carry out all repairs and performance in these areas remains on target. Substantial progress has been made with Covid backlog work. Reducing this by 86% 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 due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery. In addition, we have seen further requests for price increases due to increased material and labour costs.	

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								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.	
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 Officers 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 by Executive in September 2021. The scope of the work has been broadened to include Sherburn Legacy Projects. Detailed project plans are being developed to ensure projects are completed (or at least in contract or under construction) by March 2023.</p> <p>Selby District Places and Movement Study A report summarising the consultation, and proposed way forward was approved at the September Executive. The report also acknowledged the current work being undertaken by the Local Plan Team in Tadcaster, which includes place and movement type proposals. We still intend to take forward proposals through a future Levelling Up Fund bid, should the timings align. SDC has allocated £2m as a match for a bid of up to £20m to implement projects coming out of this P&M study. The Phase 1 Report is being finalised with consultants WSP and partners NYCC before work starts on Phase 2, to refine proposals and agree priority projects.</p>	
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-2020				







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				Complete Town Centre Action Plan for Tadcaster	31-Mar-2021			<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 it was submitted in October 2021.</p> <p>Final approval for the OBC is now expected in February 2022, and recommendations on how to proceed to the Full Business Case will be identified. Submission of the FBC is expected in June/July 2022 (following its approval by the Executive).</p> <p>Strong progress has been achieved with land acquisition, including purchase of the Selby Business centre in December 2022.</p> <p>The planning application for TCF is now submitted and is being considered. Officers are in continuous dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available. The</p>	
				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-2023				
				Complete Places and Movement study of Selby, Sherburn and Tadcaster – joint with NYCC (plus LEP funds).	31-Dec-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 Note extension to completion date approved by DfT. New completion date March 2024				









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								<p>Council has identified sufficient funding to ensure that the Station Gateway scheme will be fully delivered, including the Station Plaza, by March 2024. In addition, DfT have verbally confirmed that spend of TCF can extend to March 2024.</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 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>	




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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-Mar-2021		Full Council approved the establishment of a £2M Community Legacy Fund with Two Ridings Community Foundation to support local community organisations to access District funding, protected to the area in perpetuity. The Fund was launched on 1 st November 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.	
				Collaborate with community representatives and funders to establish the community engagement and funding process post covid-19	30-Jun-2021	01-Nov-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				
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 attended a prioritisation and planning workshop with officers on 9 December. Low Carbon Officer has developed a Low Carbon Strategy which was approved by Executive on 7 th October and was due to go to full Council in December. Due to cancellation of the meeting it will now be considered by Council in February. Progress is being made with a number of low carbon projects – baseline emissions study for 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. An LGR officer workstream on climate change has commenced to develop proposals for the new Council – first workshop scheduled for January 2022.	
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 reopened in December. The final pieces of trim trail equipment will be fitted in early 2022. Tenders were opened on 14th January for improvements to a further 4 sites. Evaluation is due for completion by the middle of February with contract award to follow shortly after including agreement of a programme of works.	

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	31-Mar-2021		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 31st 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	
				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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								sites took place between 2nd August and 13th 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. Technical work is now progressing with further consultation programmed for summer 2022.	
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-Jul-2021		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-Dec-2021			
				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-Jul-2021		Announced as one of Arts Council England's National Priority Places. 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. Selby Stories commenced in line with Heritage Action Zone. Artist in residence appointed to Selby Abbey to	
				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external	30-Apr-2022				






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				investment e.g. Barby Road Corridor project; extending festivals/events offer;				complete this work. Artist in residence appointed to TCF station development.	
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 with the LEP in the development and shaping of the Covid-19 Economic Recovery Plan. 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 as well as ongoing Covid business support packages, the latest being for the hospitality sector. The Council's key economic priorities and projects have been put forward for inclusion in the LGR workstream 'Economic Strategy', which will guide the early years of the new authority. SDC provided support with an initial emphasis on reopening the high streets safely, which was very successful, all 3 towns in the district showing a better than average post-lockdown performance. Post-Covid there are challenges particularly in recruitment, property shortage, supply chain issues and rising costs, particularly fuel, but the outlook is positive and there are significant 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; · Consultancy support funding; · SDC has planned and is delivering 	
				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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								<p>a series of workshops to help businesses grow/deal with changing legislation and economic challenges.</p> <ul style="list-style-type: none"> · Planned 2nd Selby District Business Awards; · Planned Circular economy forum; · Re-Established two successful forums/networking groups post-lockdown – now held once again in person; · Planned and delivered the first 2 Employment and Skills Fora and the 3rd s planned – held bi-monthly; · Worked closely with NYBEP (North Yorkshire Business & Education Partnership) working with schools forming a relationship between schools and businesses. · Worked with YNYLEPP, employers, apprenticeship providers and the Apprenticeships Hubs. <p>The new Economic Development Manager has now been in place almost 6 months and is planning the team's priorities for the remainder of the lifetime of this Council, working with the Executive. During Q3 the outlook for strategic development sites has continued to remain positive with significant progress being made on most of them and whilst developers would prefer a tenant before building starts, they are broadly prepared to commence construction even without a tenant in mind meaning that progress continues to accelerate on most sites. This is the result of market shift and significant demand for industrial and storage space in the</p>	


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								region. SDC has worked with developers to facilitate this and to encourage the type of development that would fit with our own Economic Development Strategy, the YNY Plan for Growth and the emerging Economic Strategy for the new authority.	

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"> CivicaPay now implemented – enhancing the number of council services that can be paid for online. Implementation of Citizens Access Revenues completed – offering additional functionality 	
				Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project	31-Dec-2021				

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				Complete full implementation of Civica CX digital platform for housing and asset management.	30-Sept-2022			<p>for Revs and Benefits customers – including the ability to submit evidence via smart phone and check whether benefits paid online.</p> <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 Sept 2022. • Upgrade to test system completed. • Tenants Portal expected to go live in Q4. Campaigns and feedback modules by end Q4/early Q1 • 2nd round of workshops for the Cx Contractor (asset module) completed. 	
Digital Customers	Transform customer contact services and achieve channel shift	Stuart Robinson	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	01-Nov-22			<p>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.</p> <p>Work to improve private meeting space is under consideration. However, LGR customer services and locality workstreams are currently working up proposals for delivering face to face and other customer contact in the new council. It is sensible to await a direction of travel on that work before committing to any significant changes to our current provision.</p>	
Quality Workforce	Deliver People Plan to support and develop staff through major	Stuart Robinson	Cllr Lunn	Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management	31-Mar-2022			<ul style="list-style-type: none"> • Dec staff briefing session attended by 184 employees (74%) • Management development 	

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	change			Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills				<p>programme completed – positive feedback.</p> <ul style="list-style-type: none"> • Leadership development modules commenced – including coaching. • Staff engagement programme continued with second staff survey at end Oct - followed by focus group and feedback to staff. • Manager Forum held in December. • Push to complete PDRs launched – aim to finalise Training Plan in Q4. 	
Effective use of Assets	Develop and implement the Asset Strategy 2020-30.	Phil Hiscott	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2022			<p>The Property Service staff review has commenced, which will provide capacity to progress this work. The disposal part of the Portholme Road site to Aldi has completed. The lease and sale to L & G and the new licence for the Police is also now complete. Work continues with the winning bidder to finalise the disposal of the old Council depot at Barlby Road. Marketing has commenced for Edgerton Lodge.</p>	
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			<p>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.</p>	
				Monitor the budget for 21/22 and set balanced budget for 22/23 in light of Covid and	31-Mar-2021			<p>The budget for 21/22 was approved by Council in February 2021. It includes provision for</p>	

				LGR.				<p>Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which crystallised over 20/21. In year budget monitoring shows that Covid pressures continue but there has also been some upturn in planning income and improvement in investment returns. Investment programmes have also been delayed with some slipping into 22/23. The draft budget for 22/23 (Selby's last budget) was approved for consultation by the Executive in December 2021. Deferral of savings to 24/25 has been confirmed with reserves bridging the gap in the short-medium term. A Council Tax freeze for 22/23 is proposed.</p>	
				<p>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).</p>	31 March 2022			<p>The MTFS was updated and approved by Council in July 21. It incorporates covid impacts plus areas of additional investment. The spending review and review of business rates retention however continue to be delayed with expectations now for 23/24 or later.</p>	