



**Report Reference Number: E/18/38**

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**To: Executive**  
**Date: 10 January 2019**  
**Status: Key Decision**  
**Ward(s) Affected: All**  
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**Lead Executive Member: Cllr Chris Metcalfe, Executive Lead Member for Communities and Economic Development**  
**Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place**

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**Title: Selby District Economic Development Framework 2017-2022 - Year One Review & Delivery Plan 2019 and 2020**

### **Summary:**

This report provides the further information requested by the Executive on 8 November 2018 in relation to the proposed Economic Development Framework (EDF) Delivery Plan 2019 and 2020 and the associated progress review and budgetary transfers. This information comprises of:

- feedback from Members of Council and external partners and stakeholders regarding the proposed EDF Delivery Plan
- details of the business case for recruitment and staffing measures
- proposed key performance indicators to monitor progress of the Delivery Plan and Framework.

The report also provides an update regarding opportunities and challenges that have become clearer since the priorities for 2019 and 2020 were last considered in early November 2018. An updated Delivery Plan is attached to this report that takes account of these changed circumstances and the feedback received regarding the draft priorities.

### **Recommendations:**

1. Agree the EDF Delivery Plan for 2019 and 2020 (Appendix A) and the priority order set out at paragraph 2.6 of this report.
2. Agree the movements between budget headings in the existing Programme for Growth (P4G) budget to resource delivery of the EDF Delivery Plan (Appendix B)
3. Agree the performance indicators to monitor progress (Appendix C)

4. Agree that details of the Year One Review and Delivery Plan be shared with partners

## **Reasons for recommendation**

To continue to deliver the EDF and the Corporate Plan following significant progress through Programme for Growth investment in this work area.

### **1. Introduction and background**

- 1.1 The Executive on 8 November 2018 considered a report and appendices that examined progress made thus far in implementing the Council's Economic Development Framework for 2017 to 2022. A 2-year Delivery Plan was proposed, together with movements within the existing Programme for Growth budgets to maintain delivery and resource activities over the next 2 years.
- 1.2 The Executive stated they supported the work being done and wished for the report to be shared with all councillors and stakeholders. However it was felt that there should be more detail available on the business case for the allocation of funding to staff resources as outlined in the report. Additionally, the Executive felt that more information on key performance indicators to monitor progress of the action plan and framework should be included.
- 1.3 The Executive therefore agreed that the report should be brought back before the Executive for final approval once progress on the Framework and the Delivery Plan had been shared with all councillors and stakeholders. It was resolved:
  - i) To note the excellent progress made in delivering the priorities in the Selby District Economic Development Framework 2017-2022 so far.
  - ii) To welcome and support the EDF Delivery Plan for 2019 and 2020 and ask that it be shared with all Members of Council and external partners and stakeholders before being brought back to the next meeting of the Executive for final approval in the light of any feedback.
  - iii) To add further detail to the business case for the recruitment of posts outlined in the report.
  - iv) To provide further information on key performance indicators to monitor progress of the action plan and framework.
- 1.4 In the short time since the 8 November 2018 Executive, several significant opportunities and challenges have arisen or been clarified that influence the Council's priorities and the business case for staff resources. These changed circumstances and the feedback received regarding the draft priorities have led to an updated Delivery Plan that is attached to this report at Appendix A.

## 2. Report

### *Feedback from Members and External Partners*

- 2.1 In order to share details of progress made during the first year of the EDF and to outline proposed priorities for 2019 and 2020, a briefing for all members was held on 26 November 2018 at the Civic Centre. A copy of the presentation was subsequently sent to all members. All members have also been sent a copy of the proposed Delivery Plan for 2019 and 2020, with a request for views about the suggested priorities. At the time of writing this report there have been 2 responses received from members.
- 2.2 To involve external stakeholders and partners, the review of the EDF and the proposed priorities were also presented at the first meeting of the Selby District Economic Partnership Forum at Kingspan, Sherburn, on 8 November 2018. The proposed Delivery Plan was also sent to all attendees, which included major local businesses, the York North Yorkshire & East Riding (YNYER) LEP, Transport for the North and North Yorkshire County Council (NYCC), with views requested. There have been 6 responses received.
- 2.3 The views received can be summarised as:

#### Stakeholders:

- All but one respondent supported the proposed economic priorities
- Additional priorities suggested included:
  - promoting Selby for its easy access to commute by train to major nearby centres
  - Support the upgrade of Sherburn train station and increase services to coincide with shift patterns of the workers
  - Assess the exiting size / capacity / employment numbers / commuting habits in Sherburn to assist in providing support services such as buses, power, future demand etc.
  - Support lorry parking facilities to serve the wider Sherburn area
  - Availability of skilled labour and attracting these workers to Selby District
  - Provision of additional (affordable) homes
  - Targeting the right kind of investment on strategic sites, which should be less focussed on distribution
- The priorities should be ranked
- We should explain what 'early stage work on future major sites' means
- Performance should be reported on housing and employment land delivery
- 'Make great places' should be undertaken by a separate group focussed on the built environment
- One response challenged the proposed priorities and the approach being taken. Specifically:
  - The local plan should set priorities and not a separate economic development framework that goes through a different process

and which prioritises in a different way and which is not transparent in the same way as the local plan process is.

- The priorities identified are not aligned with the local plan and are therefore not supported.
- Many of the recent industrial units are warehouses and distribution units which take up more land and provide less jobs
- Most of the priority work areas are the role of the local plan or other organisations e.g. developers or rail providers or colleges and schools.
- There should be more focus on start-up businesses

#### Members:

- Sherburn needs extra facilities to support the employment growth e.g. a lorry park, a crèche / nursery. Companies should be encouraged to stagger shift patterns and we need to bring forward the improvements to the JP Plant roundabout. More trains now stopping at Sherburn station means a loan bike scheme or small mini bus service is needed.
- Selby Station improvements should include the surrounding road system and consider an underpass
- A one way system around Selby should be introduced to then pedestrianise Gowthorpe from the Abbey to the Town Hall
- M62 Corridor — Long Drax offers a potential site
- Consider buying the former civic centre and police station at Selby to redevelop the whole area to include a hotel
- There should be a stronger focus on Sherburn

#### *Opportunities and Challenges - update*

- 2.4 There have been several recent changes that impact upon this Council's activities and the resources needed to take advantage of these:

#### Future High Streets Fund

The government has announced the launch of a new Future High Streets Fund to invest £675m to support local areas and fund plans to make their high streets and town centres fit for the future. The fund will support councils in drawing up formal plans for the transformation of their high streets and can be used to help invest in improvements needed, support the redevelopment of empty or under-used retail and office space into flats, and develop strategies to “deliver much-needed footfall to high street businesses”. A new High Streets Taskforce will provide expertise and hands-on support to local areas and it will also then co-fund with local areas projects.

A full prospectus for the Fund, detailing the objectives, the nature of projects that are eligible for funding, and assessment criteria, is expected immanently. However, proposals are likely to be required in the first half of 2019 and therefore impact upon the work priorities of both the Economy and Regeneration and the Community Partnerships teams. The ongoing delivery of projects and management of this work will form a significant work stream for both teams of the next few years, particularly as some of the funding is to

be allocated to Historic England to work with local authorities on historic town centres.

#### Accelerated Construction

In early 2017 the Council applied for funding from the Homes and Communities Agency's (now Homes England) Accelerated Construction programme to support the development of new homes on Council-owned land at Portholme Road and Bondgate in Selby. On the 29th November 2018 the Council received offers of grant funding of £2,551,000 to support the development of the Bondgate site and £1,012,706 to support the development of Portholme Road. The next step will be to enter into funding agreements with Homes England and identify a clear programme for procuring the delivery of the schemes.

The Homes England funding has to be spent by March 2021 and Homes England is encouraging the use of Modern Methods of Construction and engagement with low and medium volume housebuilders as part of the Programme. Management and delivery of these complex sites, particularly Bondgate, and the associated funding agreements will be significant task for the regeneration staff.

#### Transforming Cities Fund

Members are aware that the improvement of Selby Station as a gateway was included within the Transforming Cities Fund (TCF) bid for the Leeds City Region (LCR). Between £150m and £200m is expected to be awarded to LCR.

There are 2 bidding rounds for the TCF, with the first in early January 2019 for smaller projects and the second in June 2019 for the main bids. Unfortunately, after initially submitting 4 smaller projects (with a combined value of £1.8m) for Selby Station during work on the Tranche 1 LCR bid, all 4 had to be withdrawn as they were not sufficiently developed and so could not meet the Department for Transport's (DfT) assessment process.

This means that extensive work is required to submit a strong comprehensive main bid proposal for June 2019. This will require robust business cases for the package of projects proposed to improve access to and use of Selby Station. There will then be a substantial task in delivering the projects over the next three years, involving landowners and needing consultation and a variety of permissions.

#### Local Cycling and Walking Infrastructure Plans (LCWIP's)

LCWIPs, as set out in the Government's Cycling and Walking Investment Strategy, are a new, strategic approach to identifying cycling and walking improvements required at the local level. They enable a long-term approach to developing local cycling and walking networks, ideally over a 10 year period, and form a vital part of the Government's strategy to increase the number of trips made on foot or by cycle. They identify a network plan for walking and cycling which identifies preferred routes and core zones for

further development and a prioritised programme of infrastructure improvements for future investment.

Work is about to begin on the LCWIP for the 3 towns in the District, in partnership with NYCC. Utilising consultancy support funded by the existing P4G budget, officers will be closely involved in the development of this work and the subsequent business cases, funding bids and then the implementation of the proposals over forthcoming years.

#### M62 Strategic Development Zone Study

This Study was highlighted in the earlier draft Delivery Plan, however the District Council is now leading this work with adjoining local authorities and this will involve major businesses and key agencies. The Study will take place over the first half of 2019 before the identified sites and measures are then taken forward to delivery over following years.

#### Selby District Infrastructure Plan (including a Sherburn Area Action Plan)

Also included within the earlier draft Delivery Plan, production of a Selby District Infrastructure Plan has recently been accelerated by the Better Together Board, which is seeking production of this joint work with NYCC in early 2019. Furthermore, the urgent need to address infrastructure and transport shortfalls in and around Sherburn has been highlighted during consultation on the Council's proposed economic priorities and during consideration of recent planning proposals. Advancing an action plan and then implementing the identified improvements with partners will require substantial officer time, working closely with North Yorkshire County Council.

#### One Public Estate

The Council participated in the recent submission to Round 7 of One Public Estate by the North Yorkshire Authorities Property Partnership. The proposal highlighted redevelopment of publicly-owned sites in Selby and elsewhere for housing and linked regeneration opportunities. Even if the recent funding bid is unsuccessful it is expected that work to progress this and other redevelopment opportunities in the area around Selby Station will require input from the regeneration team.

#### *Priorities for 2019 and 2020 - update*

- 2.5 Given the updated opportunities above and the feedback from members and stakeholders, the proposed Delivery Plan at Appendix A has been amended to:
- Give greater priority to delivering Sherburn infrastructure improvements and progressing a Selby District Growth and Infrastructure Delivery Plan
  - Recognise the scale of work required for business cases and subsequent delivery of improvements around Selby Station
  - Recognise the scale of work required for business cases and delivery of improvements around Selby and other town centres
  - Deliver redevelopment of Bondgate and Portholme Road by 2021 in accordance with the funding agreements with Homes England

- Take account of the Council's lead role in producing and implementing the M62 SDZ Study
- Recognise the input required to develop the LCWIP and implement the identified cycling and walking infrastructure improvements
- Add further detail on timescales

2.6 The 10 priorities identified in the EDF Delivery Plan for 2019 and 2020 (see Appendix C) should be seen as a package of projects to be delivered together. However, to reflect the comments received from members and stakeholders, it is suggested that the priority order of focus should be as follows:

- Selby District Growth & Infrastructure Plan – including a Sherburn Infrastructure Plan.
- M62 Strategic Development Zone/Energy Corridor.
- Housing Development Programme delivery.
- Deliver Strategic sites – Olympia Park; Kellingley; Gacogne Wood; Church Fenton; Sherburn 2.
- Make Great Places – Tour de Yorkshire; Selby 950; events/culture/community.
- Selby Station and Town Centres - railway station master plan; Transforming Cities Fund and Future High Streets Fund bids.
- Support growth of SME's and large employees.
- Support skills and training initiatives.
- Attract businesses to strategic sites.
- Early stage work on future major sites.

2.7 Subject to agreement of the staffing resources set out below it should be possible to work on and deliver these multiple priorities in parallel. However it would be useful to agree the order of priority to allow us focus on the top priorities should any future staff capacity or funding issues arise.

#### *Proposed Staffing Measures*

2.8 To implement the actions in the Delivery Plan for 2019 and 2020 and continue to progress the Council's EDF 2017 – 2022, appropriate staff resources are required. The Council's Economic Development team (4 posts) and Housing and Regeneration team (4 posts) were appointed on 3-year fixed term contracts using funding within the Council's approved P4G budget. Two posts are currently vacant and most staff now have less than 18 months remaining on their contracts, with some ending in March 2020.

2.9 The Council is one year on from the launch of the EDF and has made substantial progress but there is much still to do in the 3 years to 2022. To achieve this, a small and stable core Economic Development and Regeneration service is necessary. To provide the required staffing resources the following four measures are proposed, to be funded through virements

between budget headings (see Appendix B for details) in the existing P4G budget:

Action	Amount £000's	Justification
Extension of contracts for 6 existing posts in the Economic Development & Regeneration team to March 2021 (2 years and 3 months from January 2019).	153	The EDF runs from 2017 to 2022 (so has 3 years still to run) yet the core staff in the team have contracts with less than 18 months to run and some finishing by March 2020. Retention of staff is one of the highest risk areas in delivering the EDF. The team has lost officers for permanent positions elsewhere. Those posts have been empty for several months having a significant impact on the capacity of the team to deliver the EDF priorities. There have also been approaches to other team members from potential employers. The enhanced job security provided by adding length to fixed term contracts is a means of mitigating this risk. This will ensure we have a small core team in place to deliver the 2017-22 EDF and the two year Action Plan set out in this report.
Recruit to the vacant Housing & Regeneration Manager post on a 3 year fixed term contract.	64	We have unsuccessfully tried to recruit to this key managerial post in the team and a key barrier was that there was less than 18 months left on the contract. This has had a significant impact on the team's ability to deliver the agreed priorities in the EDF. Advertising as a 3 year contract will aid recruitment in a competitive market. Recent experience has shown an inability to satisfactorily recruit to vacant posts in the team where there is little time remaining on the contract, with no applications for one advertised post and no sufficiently experienced applicants for another. Recruiting to this post will help provide capacity to deliver the EDF which covers the years 2017 to 2022 and beyond.
Redefinition of the two existing Development Officer posts to Senior Development Officer roles and extend to 3 year contracts from January 2019.	Up to 148	As the Council's involvement in economic development and regeneration has broadened, the level of input and responsibility needed from certain posts has expanded significantly beyond that originally envisaged. Examples are: delivery of major multi-million pound funding bids and projects such as Portholme Rd and the £6-8m Transforming Cities Fund bid for Selby Station; work at a senior level to influence



		strategic transport and infrastructure agendas at City Region and Northern levels; lead role across a number of Local Authorities to deliver the M62/Energy Corridor Strategic Development Zone. This proposed redefinition of the job descriptions and duties of two existing posts reflects the more complex and high profile work required to deliver the EDF and Delivery Plan. The revised job descriptions will be subject to job evaluation.
Appoint a new project officer post on a 3 year contract from January 2019 - working across the economy and regeneration teams	131	<p>The Delivery Plan for 2019 and 2020 identifies 10 priority work areas. These have been updated to reflect changes in national policy and local circumstances since Executive considered the Plan in November 2018. The work streams have been mapped onto existing posts, including the greater responsibilities proposed for two of these posts as set out above. The outcome is that the following priority work areas cannot be fully delivered within the existing capacity of the team, hence a new project delivery officer role being proposed to address this:</p> <ul style="list-style-type: none"> <li>• Lead delivery on the Selby Station and Town Centre projects, including the LCWIP. Prepare and oversee business cases for funding and then implement projects within TCF bid for Selby Station, One Public Estate, Future High Streets Fund, Local Growth Fund (LGF) and partnership projects with NYCC and rail providers.</li> <li>• Lead on Sherburn Infrastructure Plan and subsequent implementation and delivery of identified measures in partnership with NYCC and other partners</li> <li>• Lead on preparing and implementing the Selby District Infrastructure Plan, including subsequent funding bids and delivery.</li> <li>• Lead work with consultants to analyse and build the case for future major sites, including measures to provide the required infrastructure.</li> </ul>
TOTAL OVER 3 YEARS	496	

- 2.10 The overall cost of this package of measures (extending 6 existing posts to 2021, appointing to the vacant posts on 3 year contracts, plus one new post), is £166k per annum (£496K in total over the three years of the contracts). These costs can be accommodated within existing Programme for Growth budgets by moving funding within the existing P4G budget, as set out in Appendix B, to create a P4G resources fund of £643K. Consequently, over £140K would remain in the P4G resources fund for future allocation to other priorities such as strategic asset management and housing delivery.

### *Measuring Progress*

- 2.11 The Executive requested key performance indicators to monitor progress of the Delivery Plan and Framework and work to develop these is attached at Appendix C. This will continue to be populated and refined, with comments added about progress when performance is reported back to members at regular intervals.

## **3. Alternative Options Considered**

- 3.1 The priority work areas identified in the table above and the Delivery Plan at Appendix A reflect current opportunities and challenges, whilst continuing to deliver the key elements of the EDF. The identified actions take account of the priorities and activities of partners and feedback from members and stakeholders. The proposed delivery is only possible with the staffing proposals that need to be funded through the budget transfers that are set out in Appendix B.
- 3.2 Should the budgetary changes not be agreed or additional work areas added to the Delivery Plan, the Plan would either not be fully deliverable or only fully deliverable with external funding identified. Without the staffing proposals, delivery of the EDF is at risk.

## **4. Implications**

### 4.1 Legal Implications

None.

### 4.2 Financial Implications

The proposals involve the re-allocation of funding between budget headings in the existing P4G budget area. The proposals do not require any additional spending beyond currently agreed budgets.

### 4.3 Policy and Risk Implications

The proposed actions are to deliver existing policy as set out in the Corporate Plan and EDF 2017-22.

### 4.4 Corporate Plan Implications

The actions are in line with and will help deliver the Corporate Plan update of May 2018.

#### 4.5 Resource Implications

The proposed Delivery Plan for 2019 and 2020 requires funding to maintain and extend the staffing resource at the Council. This can be funded by moving money from existing allocations in the agreed P4G budget to a P4G resources pot. The cost of the required staffing measures is circa £166k per year (£496 over 3 years). The amount within the existing P4G budget that is available for transfer to a P4G resources pot is £643K. This means that £147K will remain in the P4G resources fund to address other resource issues, such as strategic asset management and housing delivery, subject to Member approval.

#### 4.6 Other Implications

No known impacts.

#### 4.7 Equalities Impact Assessment

No known impacts.

### 5. Conclusion

5.1 This review clearly shows that much has been achieved in a short time, with significant momentum and raised expectations and confidence. A substantial number of new jobs and amount of additional employment space and investment will be delivered over the next 10-15 years from the foundations being laid by this EDF 2017-2022 and beyond. The Council and the area will benefit in terms of additional income (such as additional business rates, New Homes Bonus and Council Tax) and the strong economic position of Selby District will be strengthened to the benefit of investors, businesses and residents (e.g wider training and employment opportunities including access to skilled jobs). Much has been achieved to lay these solid foundations after only one year of a five year programme.

5.2 Selby District has the benefit of former airfield and coal sites and other brownfield opportunities that form the basis of the 5 strategic sites that are being progressed towards planning, with a proactive role being taken by the Council to deliver these complex opportunities. Once that is achieved there is a significant role for the Authority to ensure that the sites are developed in such a way, with appropriate occupiers, to ensure the resulting jobs provide opportunities for the existing and future workforce of the District to benefit from high quality local jobs that support our communities and economy. Similarly, the Council needs to be active in ensuring that local students are equipped with the right skills to access the roles that will become available as the sites are built out over the next 10 years plus.

- 5.3 The review details progress and next steps, with a 2 year delivery plan to clarify priority work streams, the required resources and the expected outputs.
- 5.4 Regeneration and economic development is a long term commitment and there is a need to consolidate the team using existing budgets to continue delivery of the EDF and the resulting major growth in jobs, homes and business rates. The next stage of implementing the EDF provides opportunities for improving the places and infrastructure of our towns and town centres to help them reach their full potential in accordance with our Corporate Plan. It will also focus on taking advantage of strategic opportunities such as the M62 corridor and Selby Station and town centre; however, this will only be possible with a strengthened team. Indeed, the work load has continued to expand and the Delivery Plan for 2019 and 2020 has been amended to reflect that and take account of feedback received regarding the proposed priority work areas.
- 5.5 Executive is asked to agree the Delivery Plan and the associated movements between budget headings within the existing P4G programme. In addition, details of the progress achieved and the content of the agreed Delivery Plan will be shared via an updated EDF brochure and related communication activities.

## 6. **Background Documents**

Selby Corporate Plan 2018 Update

<https://www.selby.gov.uk/sites/default/files/Documents/Corporate%20Plan%20refresh%20v.updated%2012.06.pdf>

Selby District Economic Development Framework 2017-22

<https://www.selby.gov.uk/sites/default/files/Documents/SMG%20event%20brochure%20v.lo-res.pdf>

## 7. **Appendices**

Appendix A – EDF Delivery Plan for 2019 and 2020

Appendix B – Proposed Movements within existing P4G Budget

Appendix C – Measuring Progress in Delivering the EDF

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**APPENDIX A – EDF DELIVERY PLAN 2019 AND 2020**

PRIORITY WORK STREAMS	KEY OUTPUTS	WHO	RESOURCE IMPLICATIONS	TIMESCALE
<p><b>Selby Station and Town Centre</b> masterplan / regeneration zone / town centre links / heritage / cycling and walking improvements / enhanced public spaces and station facilities / town centre health</p>	<ul style="list-style-type: none"> <li>• Consult on station masterplan and finalise</li> <li>• Work up detailed design and business case for individual projects to submit for the Transforming Cities Fund (TCF) and Future High Streets Fund, plus projects in partnership with Trans Pennine Express, North Yorkshire County Council (NYCC) and Network Rail. Consult on these projects.</li> <li>• Establish steering group/s for the project and involve external partners, including Homes England, the Local Enterprise Partnerships (LEPs) and Historic England, to determine priorities and delivery plans.</li> <li>• Undertake Local Cycling &amp; Walking Infrastructure Plans (LCWIP's) and identify priority projects. Prepare business cases and submit funding bids.</li> </ul>	<p>Housing and Regeneration / Community Partnerships / Economic Development / Planning Teams and external partners – NYCC/Rail/Homes England/Historic England/LEPs.</p>	<p>Requires an additional project officer working across Economic Development and Housing and Regeneration Teams. This would be funded by the movements within the existing Programme for Growth (P4G) budget that are detailed at Appendix C.</p>	<p>Agree projects and work up business cases and vision during 2019. Deliver funded projects during 2020 – 2022 and beyond.</p>

	<ul style="list-style-type: none"> <li>• Potentially appoint commercial partner for delivery.</li> <li>• Redevelopment of public and privately owned sites as part of wider regeneration scheme to be agreed for the Station and Town Centre. Secure funding through One Public Estate to progress the publicly owned sites.</li> <li>• Deliver housing redevelopment of Bondgate and Portholme Rd sites, in accordance with Homes England's Accelerated Construction funding award.</li> </ul>			
<b>M62 Strategic Development Zone / Energy Corridor</b>	<p>Agreed M62 Strategic Development Zone Plan.</p> <p>Identified future sites and infrastructure improvements.</p> <p>Funding bids for infrastructure improvements.</p> <p>Delivery of infrastructure improvements.</p> <p>Sites advanced for analysis through planning process.</p>	<p>Economic Development – plus NYCC, LEP and adjoining local authorities.</p>	<p>Staffing and resources are in place in the Economic Development Team and existing P4G budgets .</p>	<p>Complete Study by summer 2019.</p> <p>Lobby for, build business case and submit funding bids for infrastructure improvements - 1919/20</p> <p>Progress sites through preparatory work for the next local plan - 1919/20 onwards.</p>

<p><b>Selby District Growth &amp; Infrastructure Plan</b> – with a Sherburn Action Plan and Steering Group</p>	<p>Selby District Growth and Infrastructure Plan agreed. Projects progressed through funding bids to delivery. Sherburn Infrastructure Action Plan – Steering Group established to included business and transport providers - projects identified and delivery overseen by a Steering Group.</p>	<p>Economic Development / Housing and Regeneration plus NYCC, rail industry, Arriva, local businesses, community.</p>	<p>To be led by the new shared additional project officer post (see above). This would be funded by the movements within the existing P4G budget that are detailed at Appendix C.</p>	<p>Form Steering Group and complete Sherburn Infrastructure Plan by Q3 2019. Complete Selby District Growth and Infrastructure Plan by Q1 2020. Build business cases and submit funding bids for projects - 2020/21. Deliver projects - 2020-22</p>
<p><b>Attract businesses to strategic sites</b></p>	<p>Activity with developers to attract high value employers and jobs that match the priority sectors in our EDF and promote opportunities to investors. Joint promotion at events &amp; via appropriate media.</p>	<p>Economic Development plus developers, LEPs, Department for International Trade</p>	<p>Staffing and resources are in place in the Economic Development Team and existing P4G budgets.</p>	<p>Sherburn2 ready for marketing now but other strategic sites will reach that stage during 2019 – this will be an ongoing activity to 2023 and beyond</p>
<p><b>Early stage work on future major sites</b></p>	<p>Feasibility Studies for potential sites, including all key development issues e.g. transport and infrastructure, archaeology and ecology, strategic case etc</p>	<p>Housing &amp; Regeneration / Economic Development / Planning / NYCC</p>	<p>To be led by the new shared project officer post (see above). This would be funded by the movements within the existing P4G budget that are detailed at Appendix C</p>	<p>Feasibility work from Q3 of 2019 through to Q2 of 2021 Build business case for infrastructure improvements and seek funding 21/22</p>

<b>Support growth of SMEs &amp; large employers</b>	KAM, direct support for small and medium sized enterprises (SMEs )	Economic Development team and Planning / LEPS.	Staffing and resources are in place in the Economic Development Team and existing P4G budgets.	Ongoing to 2023 and beyond.
<b>Housing Development Programme (HDP)</b>	Deliver Phases 2 and 3 of the HDP.	Housing and Regeneration team	Staffing and resources are in place in the Housing and Regeneration Team and existing P4G budgets.	Ongoing to 2022. Also review future development programme to identify further opportunities - 2020 onwards..
<b>Deliver Strategic Sites</b> Olympia Park- Gascoigne-Kellingley- Sherburn2-Church Fenton	Master plan and planning agreed for Olympia Park (OP). Start on site with infrastructure works at OP. Planning agreed for Gascoigne and Church Fenton. Masterplan for Church Fenton. Potential investment in commercial property.	Economic Development Team – Planning – land owners and developers – NYCC.	Staffing and resources are in place in the Economic Development and Housing and Regeneration Teams and existing P4G budgets.	Planning focus during 2019. Build business cases, seek funding and deliver required infrastructure - 2020/21. Consider public investment – ongoing to 2023 and beyond.
<b>Support Skills &amp; Training Initiatives</b>	Work with businesses, training providers, LEPS, agencies and schools to align local provision to match needs	Economic Development Team and external partners – LEPS, schools, training providers, businesses	Staffing and resources are in place in the Economic Development Team and existing P4G budgets	Ongoing.
<b>Make great places</b> Tour de Yorkshire (TdY), Selby 950,	Cycling events. Abbey 950 celebrations. Local Cycling and Walking Infrastructure	Community Partnerships Team + external partners	Staffing and resources are in place in the Community Partnerships Team and	Delivery during 2019 and then review future event priorities. Town centre



events, culture, community	Plans. Tadcaster Linear Park. Selby & Tadcaster town centre management.		existing P4G budgets	support and interventions will be a key work steam during 1919-21 and beyond.
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<b>APPENDIX B - Proposed movements within agreed Programme for Growth</b>				
<b>Code</b>	<b>Project</b>	<b>Budget £K</b>	<b>Proposed amount to be transferred to P4G resources budget (£K)</b>	<b>Comments</b>
SD0407 & SD0425	Growing Enterprise	111	35	Capacity available
SD0419	Towns Master planning (Regeneration)	150	30	Contribution to additional project delivery resource to assist delivery of town master planning and associated activities
SD0422	Strategic Sites Master planning	246	46	Additional project officer resource will assist delivery of this work e.g. Selby station master plan
SD0423	Access to Employment	100	60	Capacity available within budget
SD0424	Green Energy	50	50	Alternative delivery proposals mean the budget is not required.
SD0426	Church Fenton Studios	300	300	Capacity available in strategic sites master planning budget
SD0427	Business Space & Accommodation Review	17,	17	Funding needs accommodated within Commercial Property Fund
SF0413	Stepping Up' Housing Delivery	50	25	Proposed project officer role would help deliver this work
SF0415	Making our Assets work	230	50	Proposed project officer role would help deliver this work
SZ3054	New lane - Public Realm	230	30	Contribution to staff resource costs to implement this work
<b>TOTAL TO TRANSFER TO P4G RESOURCES BUDGET</b>			<b>643</b>	
<b>TOTAL REQUIRED NOW TO FUND STAFFING PROPOSALS</b>			<b>c. 500</b>	
<b>TOTAL UNALLOCATED IN P4G RESOURCES BUDGET</b>			<b>c. 140</b>	

## APPENDIX C – MEASURING PROGRESS IN DELIVERING THE EDF

### A GREAT PLACE FOR... ENTERPRISE AND BUSINESS GROWTH:

#### Success looks like:

Selby District Growth & Infrastructure Plan – with a Sherburn Action Plan and Steering Group; Attract businesses to strategic sites; Support growth of SMEs & large employers; Deliver Strategic Sites

KPIs	Target	Previous period *	Latest period*	Direction of travel
Number of jobs created (annual)	500+	400		
Output per FTE (£000s)	£50K	£46,220		
Median Gross Weekly Pay for F/T Workers (workplace based) (£s)	525	519.80	546.90	↑
Count of births for new enterprises		480	580	↑
Count of deaths for new enterprises		315	390	
Count of active enterprises		3,420	3,820	↑
Enterprise two year survival rate (%)		78.7	74	↓
Enterprise five year survival rate (%)		47.5	47.7	↑
Number of SMEs supported	50	49	53	↑
Total Output (GVA) £million		1,879	n/a	
Gross Value Added (balanced) per head by LA (£)		21,858	n/a	
Inputs/Outputs	Target	Previous period *	Latest period*	Direction of travel
No. of KAM engagements delivered in the last 12 months	100			
No. of SME's supported in the last 12 months	200	100	102 (YTD)	↑
No. of business practise and learning events delivered in last year	20			
No. of successful business referrals for loan & grant funding in last year	15			
No. of inward Investment interventions engaged with in the last 12 months	25			
Net value of inward investment due to SDC intervention in last 12 months (£m)	£10m			

\*RAG against target where relevant

Headline actions	Target date	Progress*	Brief comments (by exception)
Master plan and planning agreed for Olympia Park	Sept 19		
Start on site with infrastructure works at OP	tbc		
Masterplan for Church Fenton	tbc		
Agree milestones with planning and developers for strategic sites	tbc		
Agree a strategy and shared actions with developers to attract high value employers and promote opportunities to investors to the strategic sites. Involve DIT, LEP's. Activities to be consistent with SDC focus on its priority sectors and in doing so there is the best balance of job opportunities with regard to numbers, quality and earnings potential	Nov 2019		
Selby District Growth and Infrastructure Plan agreed	Q1 2020		
Establish Steering Group to oversee delivery of Sherburn Infrastructure Action Plan	Feb 19		
Action Plan completed and work on funding bids begins	July 19		

\*RAG against target date (on track – green; some delays – amber; significant delays – red)

## A GREAT PLACE TO... LIVE AND WORK:

### Success looks like:

Selby Station and Town Centre; Early stage work on future major sites; M62 Strategic Development Zone / Energy Corridor; Housing Development Programme; Make Great Places

KPIs	Target	Previous period *	Latest period*	Direction of travel
Total population of the district (000s)		86,900	87,900	↕
% working age population	63.5	62.03	61.66	↕
Number of new homes (net) per annum	450	562	524	↕
Number of affordable homes per annum	180	125	86	↕
Median House Price (£)		183,000	191,000	↕
Housing Affordability Ratio (residence based)		5.96	6.45	↕
Inputs/Outputs	Target	Previous period *	Latest period*	Direction of travel
No. of SDHT homes delivered in the last 12 months	30	n/a	0	—
No. of SDC/HRA homes delivered in the last 12 months	20	n/a	15	↕

\*RAG against target where relevant

Headline actions	Target date	Progress*	Brief comments (by exception)
Identify the future major sites to be investigated for feasibility assessment and development of evidence base	Jun 19		
Deliver station masterplan, submit package of projects to TCF to secure funding - in partnership with Trans Pennine Express, NYCC and Network Rail. Consult on these projects. Gain necessary permissions and legal	Jun 19		
Consult on station masterplan and finalise	Feb 19		
Establish Town Centre Task Force to identify and deliver future projects. Redevelopment of public and privately owned sites as part of wider regeneration scheme to be agreed for the Station and Town Centre. Secure funding through One Public Estate to progress the publicly owned sites. Involve external partners, including Homes England, LEPs and Historic England, to determine priorities and delivery plans.	tbc		
Submit proposals to Future High Streets Fund and deliver in accordance with delivery plan (to be established)	tbc		
Develop and deliver a successful Selby 950 programme	tbc		
Secure funding from NYCC, LEP's, TfN, TPE, NPH and National Government for regen projects – target of £10m pa	Annual Dec 19		
Deliver a successful Tour de Yorkshire cycle race stage finish	May 19		
Deliver a successful UCI world championship race stage start			
Deliver phase 2 of the housing development programme	Q2 20		
Deliver phase 3 of the housing development programme	Q4 21		
Deliver housing redevelopment of Bondgate and Portholme Rd sites, in line with HE Accelerated Construction funding award.	March 21		
Produce Selby Local Cycling and Walking Infrastructure Plan			
Agree M62 Strategic Development Zone Plan, including identified future sites and infrastructure improvements	Jul 19		
Develop and submit funding bids for M62 corridor infrastructure improvements	March 2021		
Agree scheme for Tadcaster Linear Park and begin delivery	tbc		
Undertake LCWIP and identify priority projects.	July 2019		
Prepare business cases and submit funding bids.	Q2 2020		

\*RAG against target date (on track – green; some delays – amber; significant delays – red)

## A GREAT PLACE TO... ACHIEVE YOUR POTENTIAL

Success looks like:

Supporting Skills & Training Initiatives

KPIs	Target	Previous period *	Latest period*	Direction of travel
% of working age residents unemployed	3	4.3	3.7	↑
% of working age population with NVQ 4 and above	36	31.1	28	↓
% of working age population with trade apprenticeships	15	5.6		
Economic activity rate - aged 16-64 (%)		84.5	79	↓
% all in employment who are in elementary occupations		13.4	10.5	↓
Inputs/Outputs	Target	Previous period *	Latest period*	Direction of travel
Number of business referrals made to apprenticeship providers	25			
Number of skills focussed learning and recruitment events held	10			
Number of new apprentice candidates introductions to businesses	50			
Structured working practices with major training providers (number of recorded interventions pa)	10			

\*RAG against target where relevant

Headline actions	Target date	Progress*	Brief comments (by exception)
Work with businesses, training providers, LEPS, agencies and schools to align local provision to match needs	On-going		
Hold skills-focussed session with Selby Economic Partnership Forum	Mar 19		