



Report Reference Number: E/19/19

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**To:** Executive  
**Date:** 11 September 2019  
**Status:** Non key decision  
**Ward(s) Affected:** All  
**Author:** Stuart Robinson, Head of Business Development and Improvement  
**Lead Executive Member:** Cllr Mark Crane, Leader of the Council  
**Lead Officer:** Stuart Robinson, Head of Business Development and Improvement

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**Title:** Draft Council Plan 2030

**Summary:**

This report provides Executive Members with an update on the development of the next Council Plan, specifically of the draft council priorities, objectives and headline priority actions for 2020-30, and seeks Executive permission to consult stakeholders on the draft proposals.

**Recommendation:**

It is recommended that Executive Members consider and agree the following proposals to form a CONSULTATION DRAFT Council Plan:

- retain the Council 2030 vision of Selby district as “**a great place**”;
- retain four priorities but amend the focus of those priorities as set out in paragraph 2.2
- objectives as outlined in paragraph 2.3;
- headline priority actions as highlighted in appendix A;
- delivery principles as set out in paragraph 2.6;

and agree the outline proposals for consultation as set out in paragraphs 2.7 and 2.8.

**Reasons for recommendation:**

The Council Plan sets the overarching policy direction for the Council including the long term vision, priorities and the high level actions to deliver on those priorities. The current Plan runs to 2020 so it is timely to review, revisit and refresh the plan now so as to ensure current budget discussions are aligned with the revised priorities.

**1. Introduction and background**

- 1.1 Our Council Plan sets out our big ambitions for our district. It focuses our work on delivering the things that are important

- 1.2 The current [Corporate Plan 2015-20](#) was launched in 2015 and [updated in 2018](#). The Plan expires in 2020.
- 1.3 The current Corporate Plan set out a **vision**: “to make Selby district **a great place**” supported by three key priorities: **to do business**; **to enjoy life**; and **to make a difference**. These were underpinned by a Council **delivering great value** which was formally incorporated as the fourth priority at the 2018 update.
- 1.4 The remainder of this report focuses on proposals to refresh the Plan. Building on informal discussions with members of the Executive, the proposals have been informed by the following:
- progress on delivering the Corporate Plan 2015-20 – including the quarterly performance reports;
  - a desire to continue good work and plans already in place – an evolutionary approach;
  - contextual information on what it is like to live in the Selby district as presented in the “State of the District 2019”;
  - feedback from others, including external reviews (e.g.: IIP; LGA) and the views of stakeholders (e.g.: staff survey; residents; businesses);
  - service plans; and
  - the national policy context.

## 2. The Report: Proposals

### 2.1 Plan Duration

It is proposed that the next Council Plan set the ambition and direction up to **2030**. This longer term perspective will provide certainty and align more effectively to other long term planning documents such as the Local Plan.

By necessity, the detailed delivery of the Council Plan will be focus on the short and medium term and will be updated every 3 years. The first Delivery Plan will cover 2020-23.

### 2.2 Vision

It is proposed to retain the current vision of the Selby district as “**a great place**”.

This helps maintain a sense of continuity from the previous Plan and builds on wording that resonates with stakeholders.

### 2.3 Priorities

The following priorities are proposed:

- “a great place **to live**”

This prioritises the current focus on housing; not only building new homes but ensuring the quality of council homes, neighbourhoods and towns.

- “a great place **to enjoy**”

This provides a new focus on a cleaner, greener and safer environment agenda mirroring the increased national emphasis on this area.

- “a great place **to grow**”

Building on the previous priority “to do business”, “to grow” shifts the intent to a more inclusive statement that will resonate with both businesses and residents alike.

- “with **a Council delivering great value**”

This places the Council central to making the district a great place and ensures a priority focus on the elements that make a great organisation.

## 2.4 Objectives

SMART objectives help stakeholders to understand the key focus of each priority. They help demonstrate what 'good' looks like in pursuing the priorities and help the Council create a performance framework to measure, monitor and manage performance in delivering against the priorities.

At this stage it is not proposed to ascribe numbers/targets to these objectives but it is recommended that this is done in advance of implementation.

Priority	Objective
a great place... <i>to live</i>	improved housing supply
	better quality council homes
	improved town centres
a great place... <i>to enjoy</i>	improved environmental quality
	safe neighbourhoods
	more sustainable transport
a great place... <i>to grow</i>	more investment
	more well paid jobs
	higher skills levels
a great place... <i>with a council delivering great value</i>	digitally enabled customer service
	good quality services
	financially sustainable

Once these broad outlines are agreed, these objectives will be developed to include elements such as 'how much', 'how many' and 'by when', see Appendix A.

## 2.5 Headline Priority Actions

To achieve the above objectives and deliver on the priorities it is necessary to agree the Priority Actions that will get us there.

The proposed Headline Priority Actions are included in the draft Plan at Appendix A along with more specific actions that will form the delivery plan for the first 2 -3 years. These are a combination of current Priority Actions and emerging actions arising from service plans.

**Executive is asked to consider these actions fully and provide suggestions on any alternatives.**

Successful delivery of these short, medium and longer term actions will be critical to achieving the Council's ambitions. On that basis, these areas will be priority areas for funding and will be the focus of increased scrutiny over the coming months and years. Appendix C shows an example of a more detailed plan to support the delivery of Headline Priority Actions.

It is expected that the actions will be periodically refreshed as current actions are delivered and new priority actions emerge.

## 2.6 Principles

The priorities, objectives and actions set out *WHAT* we want to achieve; our Principles will guide us in terms of *HOW* we might go about delivering the priorities.

A number of these Principles allow us to maintain a continued focus on a number of themes previously identified as Priorities, such as engaging with our communities and supporting the health agenda.

Proposed principles are as follows:

- **Collaboration** – we cannot be experts in everything and so we will be outward-focused and work with others to get things done for our residents.
- **Community-centred** – building on our previous priority “to make a difference”, we will empower and involve people in decisions about their area and their services.
- **Self-sufficient** – again, building on “to make a difference”, we will facilitate people to use self-service channels to widen access to services.
- **Tech-enabled** – in line with our digital strategy, we will use the most appropriate digital tools to deliver better services to residents
- **Wellbeing-led** – building on aspects of our previous priority “to enjoy life”, we will consider the impact on residents health in our decision-making, e.g. implementing the ‘Health in all Policies’ approach we have been working towards with Selby Health Matters – taking account of health and well-being in everything we do.

We will embed these Principles in our decision-making by ensuring each Report to Executive, Council or other decision-making forum makes reference to our Principles.

## 2.7 Consultation and Engagement

This report seeks permission to consult on the DRAFT Council Plan 2030 – and the strategic framework therein.

A full consultation plan is currently being developed and will include options such as:

- a (series of) short online survey(s) similar to the recent consultation on recycling options;
- discussions with CEFs and similar community groups (such as the Tenant and Resident Panel, Selby Big Local);
- sharing with specific stakeholder groups such as the county Council, Parish Councils, strategic partners (e.g. Police, Health), business representatives; and
- a communication campaign.

The above options will demonstrate that there has been a continual process of informing, involving, engaging and ultimately consulting a number of stakeholders.

## 2.8 Timetable

The Council Plan is part of the budget and policy framework. Executive is required to publicise a timetable for making proposals to Council for the adoption of any part of the budget and policy framework.

The Executive must allow six weeks for the Policy Review Committee, and any other consultees indicated by the Executive in its timetabling proposals, to consider the Executive's draft policy proposals.

At the end of that period, Executive will draw up and approve firm proposals before they are referred to Council for decision. An outline timetable is set out below:

<b>Date</b>	<b>Activity</b>
3 October	Executive confirms Consultation Draft Plan and proposals to consult
13 Oct – 25 Nov	Six week Consultation
16 October	Policy Review Committee – consider Draft Plan
21 November	Scrutiny - consider Draft Plan
25 November	Consultation concludes and Draft Plan finalised
5 December	Executive – agree Final Plan proposals to go to Council
17 December	Council – approves the Council Plan

### **3. Implications**

#### **3.1 Equality Implications**

A draft Equality, Diversity & Community Impact Assessment (EDCI) screening document has been completed. To date, there are no negative impact scores identifying as high impact/priority and at this stage a full Impact Assessment is not required. The EDCI screening document will continue to be reviewed and updated as the Council Plan is developed. Furthermore, each priority action will be subject to EDCI screening as detailed delivery proposals emerge.

#### **3.2 Financial Implications**

It is important to fully resource the delivery of the Council Plan. This will require choices to be made if new priority actions are to be funded at a time of limited budgets. Development of Council budgets for 2020/21 and beyond will be aligned to the progression of the draft Plan.

#### **3.3 Legal Implications**

The Council Plan is a central plank of the Council's budget and policy framework. Council is responsible for the adoption of the budget and policy framework. Once in place, it is the responsibility of the Executive to implement it.

### **4. Conclusion**

#### **4.1** The draft Council Plan 2030 sets the proposed strategic policy framework for the next ten years. It will guide the Council's short, medium and long term resourcing priorities and provide a framework against which the success or otherwise of delivery will be tested.

A period of consultation will now take place during which the proposals will be tested before bringing the final draft back to Council for approval in December.

### **5. Appendices**

- 5.1 Appendix A Proposed Consultation Draft Council Plan
- Appendix B Plan on a Page
- Appendix C Example of a detailed Priority Action

**Contact Officer:**  
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## **APPENDIX A Selby District Council Plan 2030**

The Council Plan sets out our ambitions for the district for the next ten years. It sets out our vision of Selby as “**a great place**”; our priorities; and how we plan to deliver those priorities.

We have set four key ambitions for Selby district in 2030; they are that Selby district is:

- **a great place to live;**
- **a great place to enjoy;**
- **a great place to grow;** and that
- **Selby District Council delivers great value.**

The Plan sets out our approach to delivering our ambitions:

- **we will work collaboratively with others** – recognising that we are not experts in everything and, therefore, choose not to do everything ourselves;
- **we continue to be close to our communities** – involving more people in decisions about their area and their services;
- **we will encourage self-sufficiency** – giving residents the tools and convenience to help themselves;
- **we will maximise the use of digital technology** - to deliver better services to residents; and
- **we will support the wellbeing of our residents** – considering how our decisions impact on healthy life choices and the impact on the environment of our decision-making

Delivery of the Council Plan will be underpinned by detailed three year delivery plans. These will set out the specific actions that the Council will deliver in that period in order to reach the stated ambitions by the end of the decade. These Delivery Plans will be the basis for performance monitoring and reporting.

The first Delivery Plan will cover the period 2020 – 2023.

# A great place to LIVE

## Narrative

The Selby district is a great place to live – with a Council providing the leadership, the local planning framework, the commitment to both facilitating house building and building our own affordable homes and delivering a programme of council home improvements to ensure the district has enough homes of the right size and quality to enable our residents to live locally to fulfil their ambitions and aspirations. At the same time, working with residents and businesses to ensure our town centres and villages are places people want to live, visit and invest in.

<b>Objective</b>	<b>Measure of success – by 2030 there will be:</b>
Improved housing supply	XXXX additional homes in the district. XXX additional affordable homes in the district
Better quality council homes	XX% of council owned homes will meet the minimum ‘decent homes’ standard XX% of council owned homes meet the Selby ‘decent homes plus’ standard
Improved town centres	a XX% increase in footfall within Selby town, Tadcaster and Sherburn in Elmet a X% increase in the proportion of the population that is of working age

## Delivery Priorities for the first three years

### Accountable Director

**Enable the delivery of increased housing supply** through close working with strategic partners to ensure alignment with infrastructure, transport and environmental approaches and, with landowners and developers, promote sustainable development.

J Slatter

- Deliver the Selby District Action Plan element of the Regional Housing Strategy
- Maximise the number of available homes in through delivering the Empty Homes Strategy

**Increase the number of affordable homes** in the Selby district through delivery of our housing development programme - including the strategic acquisition of existing homes - to ensure all households in the district have access to sustainable accommodation that supports them to fulfil their ambitions and aspirations.

J Slatter

- Create and implement a Selby District Council Housing Development Programme to help ‘step up’ housing delivery across Selby District
- 

**Invest in improving the quality of Selby District Council housing stock** through implementing the revised HRA Business Plan

J Slatter

- Deliver the housing improvement programme element of the HRA Business Plan 2025 to ensure good quality council housing which helps meet the needs of our local community
- 

**Develop a long-term programme of market town regeneration** to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers.

D Caulfield

- Develop and implement Key Town Masterplans and partnership action plans for:
  - Selby (focusing on the station area through the Transforming Cities Fund, High Streets HAZ and town -centre);
  - Tadcaster; and
  - Sherburn-in-Elmet

# A great place to ENJOY

## Narrative

The Selby district is a great place for residents and visitors to enjoy – with a the Council providing the leadership, commitment to local environmental standards and close working with local partners to ensure the Selby district is clean, attractive, actively considers reducing its carbon footprint and is safe for residents, businesses and visitors – now and into the future.

<b>Objective</b>	<b>Measure of success – by 2030 there will be:</b>
Improved environmental quality	a XX% reduction in the tonnes of carbon per capita to X.X a XX% reduction in the amount of household waste collected per household a XX% increase in the proportion of household waste that is recycled
Safe neighbourhoods	a XX% reduction the number of incidents of anti-social behaviour per 1000 residents to X.X a XX% reduction the number of recorded crimes per 1000 residents to X.X
Improved sustainable transport	a XX% increase in the proportion of journeys made in the district by active and sustainable travel.

## Delivery Priorities for the first three years

### Accountable Director

**Deliver improved environmental standards** through working closely with delivery partners (Amey) to reduce household waste, improve recycling and uphold the cleanliness of Selby district streets and public spaces.

J Slatter

- Respond to emerging DEFRA Waste Strategy and Implement the revised approach to Recycling Collections to reduce landfill
- Review the Environmental Service Contracts secure improved environmental standards
- Strengthen enforcement to reduce environmental crime

**Enhance community safety** and feelings of community wellbeing through working closely with strategic partners, building on co-location with the Police and enhancing town centres and public spaces.

tbc

- Review the Community Safety Hub and implement recommendations

**Respond to our developing understanding of the impacts of climate change** to foster local resilience and assurance through identifying and promoting low carbon – including aiming for the Council to be Carbon neutral by 2050 - and working with strategic partners to explore the economic potential of a M62 low carbon energy corridor.

tbc

- Implement the recommendations of the Low Carbon Working Group
- Identify and promote public and private sector low carbon projects, initiatives and funding schemes to support the District's transition to a low-carbon economy;
- Work with the LEP and neighbouring councils to explore the economic potential of a M62 Low Carbon Energy Corridor linking key energy assets across Yorkshire & the Humber
- Implement the New Street Air Quality Action Plan and learn lessons for improving air quality across the district.
- Review and consider available options to prioritise investment in solar and/or green energy

**Protect and promote Green Infrastructure** to support wider health and socio-economic benefits through the setting of minimum standards and promotion of sustainable transport

D Caulfield

- Complete a Green (and Blue) Infrastructure study that sets minimum standards for provision
- Work with others to increase the use of active and sustainable travel through the Transforming Cities Fund
- Improved cycling and walking connections through developing and implementing Local Cycling and Walking Infrastructure Plans and improving the appeal and use of cycling and walking corridors



- Work with local partners to maintain and enhance local parks, play areas and open spaces.

## A great place to GROW

### Narrative

The Selby district is a great place to grow - with the Council providing the leadership, the local planning framework, the support to enable others to invest in the district and our own direct delivery to ensure Selby district has a strong and sustainable economy that delivers benefits for the residents of the district.

<b>Objective</b>	<b>Measure of success – by 2030 there will be:</b>
Increased investment	a XX% increase in private sector investment into the district to XXXXXXXX
	a XX% increase in the total business floor space to XXXXX
More well paid jobs	a XX% increase in the number of working age adults who are in work to XXXXX
	a XX% increase in the average weekly wage for full time employment to £XXXX p.w.
Higher skill levels	a XX% increase in the proportion of working age adults educated to NVQ Level 4 or above to XX%
	a XX% reduction in the proportion of working age adults with no qualification

### Delivery Priorities for the first three years

### Accountable Director

**Deliver a new Local Plan for the Selby District** to set out the strategic priorities for development of the district - including those covering housing, commercial, public and private development, transport infrastructure and protection for the local environment.

D Caulfield

- Deliver the Local Plan by 2023

**Enable a growing visitor economy** underpinned by a sustained focus on enhancing the district's cultural offer.

D Caulfield

- Accelerate delivery of Phase 3 of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'
- Develop and implement the Selby District Cultural Development Framework

**Support enterprise and business growth** that benefits the residents of the district through development of the necessary infrastructure and support to attract new business investments and support local business to grow.

D Caulfield

- Work with partners to improve infrastructure in the district, e.g. through an Infrastructure Masterplan for Sherburn-in-Elmet
- Deliver the key strategic sites and place making schemes as set out in the Selby District Economic Development Framework 2022...and beyond
- Support new enterprise space and effective sign posting to encourage SME growth in the district's town centres and rural locations;
- Establish a 'Key Account Management' approach to build effective with major partners and business.

**Support the local workforce to reach their potential:** increasing apprenticeship and vocational training, removing health and transport barriers and supporting those out of work to drive productivity and growth.

D Caulfield

- Produce a skills needs assessment to benchmark current/future skills needs across priority growth sectors, and develop appropriate training interventions
- Utilise planning obligations and funding bids to increase employment and training opportunities for residents in the district on key development schemes.
- Support unemployed adults into work, e.g. through encouraging local businesses to provide work experience/ volunteering placements; working with local training providers; and improving accessible transport options;
- Implement projects to connect key employment sites to housing areas, town centres and

services by active and sustainable transport.

## A Council delivering great value

### Narrative

Selby District Council is delivering great value – a Council that supports and develops its staff, maximises the benefits from digital technology, invests resources wisely and uses its assets effectively to ensure the Council is financially sustainable and delivers high quality services to residents.

<b>Objective</b>	<b>Measure of success – by 2030 there will be:</b>
Digitally enabled customer service	all core services accessible online XX% of all customer transactions are delivered digitally
Good quality services	all core services performing in the top 25% of comparable councils no core services costing more per resident than the 25% highest cost comparable councils
Financially sustainable	all planned savings delivered annual revenue spend is within +/- 2% of planned

### Delivery Priorities for the first three years

### Accountable Director

**Adopt a digital first approach to delivering on customer needs**, utilising digital technology to provide help, advice, information and easy access to services in a way that suits our customers.

J Slatter

- Deliver Digital Strategy 2020
- Develop the Selby District Council Customer Strategy 2030 and implement
- Deliver Contact Centre move

**Support and develop a workforce to deliver our ambitions** with the right people in the right roles with the right skills and supported by digital technology.

J Slatter

- Deliver People Plan 2020

**Implement a strategic approach to the use of our physical and financial assets** to ensure they support the future sustainability of the Council and realisation our ambitions.

J Slatter &  
D Caulfield

- Develop and implement the Asset Strategy 2030
- Deliver the Programme for Growth

**Ensure service delivery maximises value for money for residents**, keeping service design and delivery under review, encourage innovation and improvement and maximise the benefits of a mixed economy of provision to keep costs down, build in resilience and maintain standards.

J Slatter &  
D Caulfield

- Re-procure contracts for waste and street cleaning.
- Explore further opportunities to build on existing Better Together arrangements with North Yorkshire councils



# APPENDIX B – COUNCIL PLAN 2030 ON A PAGE

Our VISION is...

The Selby district is *a great place*

Our STRATEGIC PRIORITIES are...

a great place to  
**LIVE**

a great place to  
**ENJOY**

a great place to  
**GROW**

a great place with a Council delivering  
**GREAT VALUE**

Our OBJECTIVES for successful delivery are...

- improved housing supply
- better quality council homes
- improved town centres

- improved environmental quality
- safe neighbourhoods
- improved sustainable transport

- increased investment
- more well paid jobs
- higher skills levels

- digitally enabled customer service
- good quality services
- financially sustainable

Our HEADLINE DELIVERY PRIORITIES for the first three years (accountable officer in brackets) to deliver those objectives are...

- **Enable the delivery of increased housing supply** through close working with strategic partners and with landowners and developers to promote sustainable development. (J Slatter)
- **Increase the number of affordable homes** in the Selby district through delivery of our housing development programme - including the strategic acquisition of existing homes - to ensure all households in the district have access to sustainable accommodation that supports them to fulfil their ambitions and aspirations.(J Slatter)
- **Invest in improving the quality of Selby District Council housing stock** through implementing the revised HRA Business Plan. (J Slatter)
- **Develop a long-term programme of market town regeneration** to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers.(D Caulfield)

- **Deliver improved environmental standards** through working closely with delivery partners (Amev) to reduce household waste, improve recycling and uphold the cleanliness of Selby district streets and public spaces. (J Slatter)
- **Enhance community safety** and feelings community wellbeing through working closely with strategic partners, building on co-location with the Police and enhancing public spaces. (tbc)
- **Respond to our developing understanding of the impacts of climate change** to foster local resilience and assurance through identifying and promoting low carbon – including aiming for the Council to be Carbon neutral by 2050 - and working with strategic partners to explore the economic potential of a M62 low carbon energy corridor.(tbc)
- **Protect and promote Green Infrastructure** to support wider health and socio-economic benefits through the setting of minimum standards and promotion of sustainable transport. (D Caulfield)

- **Deliver a new Local Plan for the Selby District** to set out the strategic priorities for development of the district - including those covering housing, commercial, public and private development, transport infrastructure and protection for the local environment.(D Caulfield)
- **Enable a thriving visitor economy** underpinned by a sustained focus on enhancing the district’s cultural offer.(D Caulfield)
- **Support enterprise and business growth** that benefits local residents through development of the necessary infrastructure and support to attract new business investments and support local business to grow.(D Caulfield)
- **Support the local workforce to reach their potential:** increasing apprenticeship and vocational training, removing health and transport barriers and supporting those out of work to drive productivity and growth.(D Caulfield)

- **Adopt a digital first approach to delivering on customer needs**, utilising digital technology to provide help, advice, information and easy access to services in a way that suits our customers.(J Slatter)
- **Support and develop a workforce to deliver our ambitions** with the right people in the right roles with the right skills and supported by digital technology.(J Slatter)
- **Implement a strategic approach to the use of our physical and financial assets** to ensure they support the future sustainability of the Council and realisation our ambitions. J Slatter/D Caulfield
- **Ensure service delivery arrangements maximise value for money for residents**, keeping service design and delivery under review, encourage innovation and improvement and maximise the benefits of a mixed economy of provision to keep costs down, build in resilience and maintain standards.(J Slatter/D Caulfield)

In delivering these priorities we will be guided by our PRINCIPLES...

**Collaborative**  
“we will be outward-focused and work with others to get things done”

**Community-centred**  
“we will empower and involve people in decisions about their area and their services”

**Self-sufficient**  
“we will facilitate people to use self-service channels to widen access to services”

**Tech-enabled**  
“we’ll use the most appropriate digital tools to deliver better services to residents”

**Wellbeing-led**  
“we will consider the impact on encouraging healthy life choices in our decision-making”

Our staff will demonstrate the following VALUES...

**Customer focused**  
“I’m happy that people get the help they need”

**Business-like**  
“I feel like everything I do at work adds value”

**One team Selby**  
“I feel I am an important part of something bigger”

**Flexible**  
“I feel energised and positive about change”

**Forward thinking**  
“I feel encouraged to come up with new ideas and that I am listened to”

**Trustworthy**  
“I am treated fairly and honestly, so that’s how I treat others”

APPENDIX C EXAMPLE OF DELIVERY PRIORITY ACTION PLAN

PRIORITY	PRIORITY ACTION	ELT LEAD	PORTFOLIO LEAD	MILESTONES/DELIVERABLES	TIMESCALE
GROW	Develop a new Local Plan for the Selby District in line with district priorities	M Grainger	Cllr Musgrave	Draft Issues and Options Consultation Document Prepared	Dec-19
				Consult on Draft Issues and Options Document	Feb-20
				Draft Local Plan Prepared	Dec-19
				Consult on Draft Local Plan	Feb-21
				Publication Version of Local Plan Prepared	Dec-21
				Consult on Publication Version of Local Plan	Feb-22
				Prepare Proposed Modifications	Jun-22
				Formal Submission to Secretary of Stage for Examination	Jun-22
				Adopt new Local Plan	Mar-23