



Council Plan

2020-30

Selby District Council Plan 2020-30

Introduction

This Council Plan sets out our vision over the next ten years. That it covers ten years, not five, in itself demonstrates our bold ambitions. These are long-term goals, supported by a far-sighted Council.

Our previous Plan, from 2015 to 2020, took us from being a Council focused heavily on our own processes – an immediate and necessary response to reducing Council budgets - to a more outward-facing organisation, delivering for our community in the medium to longer term. It gave us the framework for investing in the services and activities that would have the biggest positive impact.

The success of our previous Council Plan has manifested itself in a much more confident district, supported by a more confident District Council. With our greater outward-looking focus over recent years we've moved the district to be front and centre for regional investment in business growth and homes. Our cultural offer has been much improved too, helping us to raise our profile regionally and nationally. We're the fastest-growing area in North Yorkshire. That's because people want to live here and businesses want to invest here. All of this is supported by a Council delivering core services to our community to really high standards.

The Council is really punching above its weight - recognised as a leader in lots of the things we do. We're represented on national bodies and our work is used by the Local Government Association and others as examples of good practice.

This new ten-year plan builds on the success of the 2015-20 Plan. Confidence breeds confidence, so as a more confident Council serving a more high-profile area, we want to improve even more. We want even better services, supporting an even better quality of life, helping to deliver better jobs and homes. There'll be many challenges and uncertainties ahead, but with challenges come opportunities and we want to be in a position to make the most of these.

An important part of this new plan - which hasn't featured so prominently before - is our focus on our environment. We know from the consultation undertaken as part of the development of this Plan that it is something residents fully support and, with investment in world-leading carbon capture technology taking place in our district, we're right at the forefront of the UK's drive for net zero carbon emissions. Investment in green technology is creating new jobs and putting the district on the world stage. As a Council, we need to help our businesses and residents contribute to this cleaner and greener future and we can make a start by ensuring we look at our own impact on the environment.

Our new Council Plan ensures that Selby district is part of a bigger story. Our bold ambitions continue to support our district to be a great place to live, to enjoy life and to grow, delivered by a Council whose focus is to continue to achieve the best value for money for the residents of the district.

Leader of Selby District Council
Cllr Mark Crane

Chief Executive of Selby District Council
Janet Waggott

A new strategic framework

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

Our strategic priorities highlight 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 we are not experts in everything, we will use the best expertise, resources and skills across our partners and communities;
- **we continue to be close to our communities** – involving more people in decisions about their area and their services;
- **we will put the customer at the heart of service delivery** – supporting residents to be more self-sufficient and maximising use of digital technology in service delivery; and
- **we will support the wellbeing of our residents** – considering how our decisions impact on healthy life choices and the environment.

These Principles of: *collaboration; community-focused; customer-centred; and wellbeing* will be formally considered and tested as part of our decision-making in delivering the Council Plan.

Delivery Plans

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 and will be published in March 2020.

Performance Monitoring

The Council's Executive will receive quarterly updates on performance. Performance reports will focus on:

- Progress on delivering the 'Objectives' as measured by the relevant 'Measures of Success'. Collectively they will form a basket of Key Performance Indicators (KPIs) which will be supplemented by a secondary set of performance indicators where required to provide a sufficiently detailed and timely view of progress.
- Progress on implementing the activity outlined in the 'Delivery Plan'.

A great place to LIVE

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.

Objective	Measure of success:
Improved housing supply	Number of additional homes in the district. Number of additional affordable homes in the district
Better quality council homes	% of council owned homes exceeding the 'decent homes' standard
Improved town centres	% increase in footfall within Selby town, Tadcaster and Sherburn % increase in the proportion of the population 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 and support improved environmental standards for housing and development in line with new national standards.

Corporate Services & Commissioning

- Deliver the Selby District Action Plan element of the Regional Housing Strategy.
- Maximise the number of available homes in the Selby district 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 can access sustainable accommodation that supports them to fulfil their ambitions and aspirations.

Corporate Services & Commissioning

- 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 Housing Revenue Account Business Plan

Corporate Services & Commissioning

- Deliver the housing improvement programme element of the Housing Revenue Account (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 development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, their families, visitors and businesses.

Economic Regeneration & Place

- Develop and implement Key Town Masterplans and partnership plans for:
 - Selby (focusing on the station area through the Transforming Cities Fund, High Streets Heritage Action Zone and access and movement planning);
 - Tadcaster; and
 - Sherburn-in-Elmet

A great place to ENJOY

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

Objective	Measure of success:
Improved environmental quality	% reduction in the tonnes of carbon per capita % reduction in the amount of household waste collected per household % increase in the proportion of household waste that is recycled
Safe neighbourhoods	% reduction the number of incidents of anti-social behaviour per 1000 residents % reduction the number of recorded crimes per 1000 residents
Improved sustainable transport	% 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 to significantly reduce household waste, improve recycling and uphold the cleanliness of Selby district streets and public spaces.

Corporate Services & Commissioning

- Respond to emerging DEFRA Waste Strategy and implement the revised approach to recycling collections to reduce landfill
- Review the environmental service contracts and 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.

Economic Regeneration & Place

- Deliver locally, the North Yorkshire Community Safety Partnership Plan priorities.
- Strengthen existing 'Safer Selby' hub working arrangements to tackle the underlying issues of anti-social behaviour and crime
- Implement intelligence-led public campaigns and multi-agency operations which target specific locations and community safety themes.
- Strengthen the approach to use of community safety powers

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 before 2050 - and working with strategic partners to explore the economic potential of a M62 low carbon energy corridor.

Economic Regeneration & Place

- 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 local enterprise partnership 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 robust minimum standards and promotion of sustainable transport to support climate change adaptation.

Economic
Regeneration
& Place

- Complete a Green (and Blue) Infrastructure study that sets robust 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

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.

Objective	Measure of success:
Increased investment in the district	% increase in private sector investment into the district % increase in the total business floor space
More well paid jobs	% increase in the number of working age adults who are in work % increase in the average weekly wage for full time employment.
Higher skill levels	% increase in the proportion of working age adults educated to NVQ Level 4 or above % 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 sustainable development - including those covering housing, commercial, public and private development, transport infrastructure and protection for the local environment.

Economic Regeneration & Place

- Deliver the Local Plan by 2023

Enable a growing visitor economy underpinned by a sustained focus on enhancing the district's cultural, retail and leisure offer.

Economic Regeneration & Place

- 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.

Economic Regeneration & Place

- 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 relationships with major partners and business.

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

Economic Regeneration & Place

- 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

Selby District Council is delivering great value – a well-managed 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 through an accountable governance framework.

Objective	Measure of success:
Digitally enabled customer service	all core services accessible online % of all customer transactions are delivered digitally
Good quality services	all core services performing in the top 25% of comparable councils % residents satisfied with the way that Selby Council runs things
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.

Corporate Services & Commissioning

- Deliver Digital Strategy 2020 and develop a new Strategy up to 2025
- Develop the Selby District Council Customer Strategy 2030 and implement
- Deliver Contact Centre move to ensure continued access to quality services

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.

Corporate Services & Commissioning

- Deliver People Plan 2025

Implement a strategic approach to the use of our physical and financial assets to ensure they support the future financial sustainability of the Council and realisation of our ambitions, with recognition of the importance of promoting a sustainable environment.

Leadership Team

- Develop and implement the Asset Strategy 2030.
- Deliver the 'Programme for Growth' to ensure a balanced programme of projects that deliver enhanced benefits for the residents and businesses of the district whilst supporting the future sustainability of Selby District Council.

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.

Leadership Team

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

Resourcing the Plan

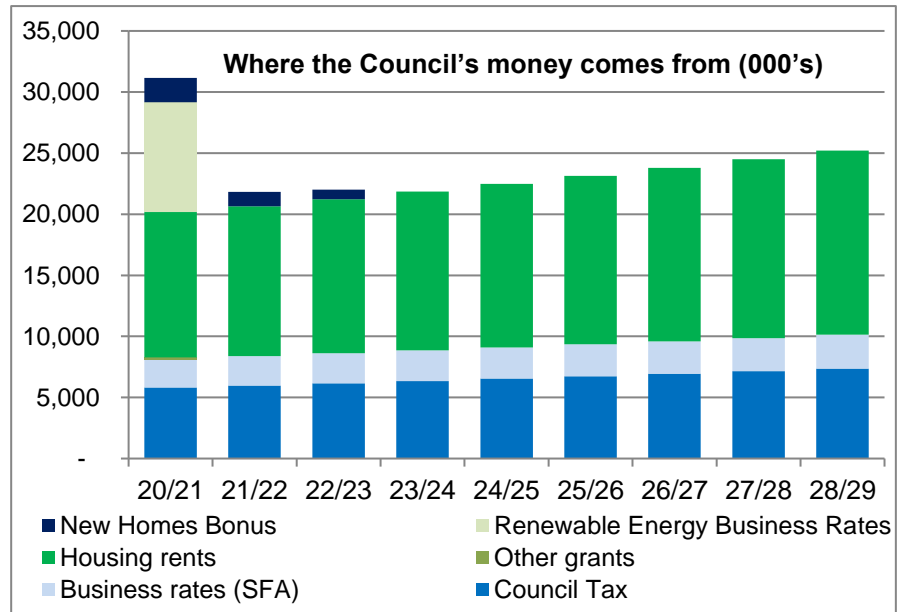
The Council Plan is underpinned by the Medium Term Financial Strategy (MTFS). The MTFS provides a high level forecast of resources and spending for both the General Fund and Housing Revenue Account (HRA) and the strategic framework for medium term financial planning (3 year draft budgets) and annual budget setting.

The outlook for Local Government finance is uncertain as we await the Government’s review of funding allocations and the current Business Rates Retention system. The Council is currently benefitting from significant windfalls from renewable energy business rates and new homes bonus which is being used to deliver our corporate objectives and invest in front line services.

In broad terms the Council funding for the next 10 year is forecast as per the graph below:

We review these forecasts annually and will update the MTFS if and when the funding regime changes.

In addition to these resources we also set money aside and draw money from our earmarked reserves – ensuring we can afford our commitments for the longer term and plan for more significant investments.



Spending allocations are considered on 3 year basis which allows us to better understand service needs, although we plan for larger programmes of spend such as ICT and asset management over 10 years and Council homes over 30 years.

In broad terms our net General Fund Revenue Budget is about £11m and our HRA about £7m and in total recurring savings of £2.4m p.a. are planned over the next 3 years.

Capital spending fluctuates from year to year depending on requirements but on average we set aside around £400k for our building and ICT assets each year and then supplement this with other external grants and contributions and where appropriate prudential borrowing.

We are also investing in a ‘Programme for Growth’ – a strategic programme to support our Council Plan. Spending is subject to available resources (for example from renewable energy business rates) and currently the programme totals £10.9m spread

Medium Term Financial Strategy (Sept 2019)	2020/21
Revenue – General Fund (net)	£11m
Revenue – Housing Revenue Account	£7m
Capital - Housing	£5m
Capital – General Fund	£650k

over multiple years. Further funding windfalls are expected which means there is the potential to extend the programme to support this refreshed Council Plan and proposals for an additional £8.5m will be considered as part of the budget round for 2020/21.

Further information on our spending plans is available in the Medium Term Financial Strategy approved by Council in September each year.

Council Plan 2020-30 – 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 in the district
- 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 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, support improved environmental standards for housing and development in line with national standards.
- **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.
- **Invest in improving the quality of Selby District Council housing stock** through implementing the revised HRA Business Plan.
- **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 for residents, visitors and businesses.

- **Deliver improved environmental standards** through working closely with delivery partners to significantly reduce household waste, improve recycling and uphold the cleanliness of Selby district streets and public spaces.
- **Enhance community safety** and feelings of community wellbeing through working closely with strategic partners, building on co-location with the Police and enhancing public spaces.
- **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 before 2050 - and working with strategic partners to explore the economic potential of a M62 low carbon energy corridor.
- **Protect and promote Green Infrastructure** to support wider health and socio-economic benefits through the setting of robust minimum standards and promotion of sustainable transport to support climate change adaptation.

- **Deliver a new Local Plan for the Selby District** to set out the strategic priorities for the sustainable development of the district - including those covering housing, commercial, public and private development, transport infrastructure and protection for the local environment.
- **Enable a thriving visitor economy** underpinned by a sustained focus on enhancing the district's cultural, retail and leisure offer.
- **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.
- **Support the local workforce to reach their potential:** increasing apprenticeship and vocational training, including in emerging clean growth industries, removing health and transport barriers and supporting those out of work to drive productivity and growth.

- **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.
- **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.
- **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 of our ambitions with recognition of the importance of promoting a sustainable environment.
- **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.

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"

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-focused
"We will empower and involve people in decisions about their area and their services"

Customer-centred
"We will utilise digital technology to improve access to services and enable people to use self-service channels"

Wellbeing-led
"We will consider the impact on encouraging healthy life choices in our decision-making"