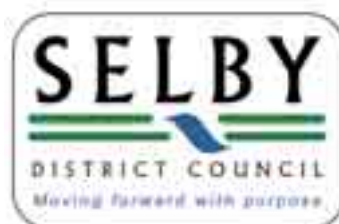


Selby District Council Corporate Plan

2008 – 2011



TADCASTER SELBY SHERBURN





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FOREWORD



Cllr Mark Crane
Leader of the Council

Welcome to Selby District Council's Corporate Plan. This Plan is intended to explain to members of the public – our customers – to councillors, to partner organisations and to our staff what the Council believes its overall purpose and goals should be over the next three years.

Many of the services that Selby District Council delivers and the way that we deliver those services are set by law, but the Council also has choices to make on the best way to spend taxpayers' money.



Martin Connor
Chief Executive

We are committed to expanding and improving the way we engage and consult with both our customers and partners to ensure that we all work together to deliver a better quality of life for all.

This Corporate Plan continues our longer-term approach and explains the Council's overall vision and how we aim to deliver that vision.

We want to see the District develop as a place where people choose to live and businesses thrive.



The services we provide are important and need careful, long-term planning. We are determined to look ahead, consult widely and plan wisely for the future.

We want our customers to have a clear understanding of the issues that this Council thinks are most important over the next three years. Since the Comprehensive Performance Assessment in May 2004, this Council has made real progress in linking resources to priorities and this document demonstrates our commitment to ensuring that all our efforts focus on delivering those things that our customers tell us matter most to them.

Our Corporate Plan has been developed after extensive consultation with our community and is consistent with our contribution to the joint efforts of our local strategic partnership, the Selby District Local Strategic Partnership.

We are confident that we can succeed in delivering our Plan because we know that both elected councillors and officers are committed to doing just that.

WHAT DOES THE CORPORATE PLAN DO?

This Corporate Plan sets out seven strategic themes that will guide how the Council plans and delivers services for the people of Selby district over the next three years.

These strategic themes have not been developed in isolation. They rightly take into account national, regional and local priorities. They are influenced by the Selby District Sustainable Community Strategy and the aspirations of our community partners.



HOW WILL THIS CORPORATE PLAN WORK?

All our resources, both people and financial, will be focused on achieving the outcomes within this Corporate Plan. Anything which is not in this Corporate Plan, or which is not a national or regional policy, will not be considered a priority for additional resources.

All of the Council's other plans and policies will be framed by this Corporate Plan and will reflect its priorities.

The Council's Medium-Term Financial Plan will identify and provide the financial resources to deliver this Corporate Plan.

Our strategic programme and service plans provide more detail on commitments and actions and specific performance improvement measures.

The Annual Report will set out how well we are delivering the Corporate Plan and report on our performance over time.



The themes in the Corporate Plan are also intended to reflect the wishes and needs of residents and businesses in our district, with whom we consult regularly.

In addition, each year Selby District Council sets its priorities for the year ahead. These priorities reflect where the Council's attention and resources will be focused that year to achieve particular, measurable outcomes.

The seven strategic themes and our annual priorities all help to achieve the Council's Mission which is:

To improve the quality of life of those who live and work in the District

This Corporate Plan sets out what Selby District Council will do over the next three years to make our mission a reality.

HOW WILL THIS CORPORATE PLAN BE REVIEWED?

The Comprehensive Performance Assessment (CPA) has provided a framework against which to judge the Council's success in improving how it plans, manages and delivers local services and how effectively it leads the local community.

The plan will be reviewed annually to reflect:

- How we are progressing against the planned outcomes
- Any changes to the annual priorities following the State of the Area Address

- Any changes to the sustainable community priorities of the Local Strategic Partnership
- Public and stakeholder feedback

Delivering the outcomes specified for each of the strategic themes will be the responsibility of the Council's Strategic Management Team, who will monitor progress over the three-year period and publish regular reports.

STRATEGIC THEMES

In December 2004 Selby District Council consulted widely and produced a Ten Year Vision Statement for the district that helped to focus the Council's efforts on a set of key issues.

The Ten Year Vision Statement identified national developments, analysed regional influences, highlighted local community needs and suggested an appropriate long-term response from Selby District Council.

More recently, national initiatives have ensured a stronger focus on how efficiently services are organised and delivered to local people. The government has again reviewed local government structures.

The Selby District Local Strategic Partnership's 'Sustainable Community Strategy 2005 to 2010' sets out the ambitions for Selby district shared by the Council's private, public and voluntary sector partners.

PRIORITIES

In summer each year, the Leader of Selby District Council delivers a State of the Area Address that reviews achievements and outlines the priorities for the year to come. In deciding on the content of the Address, the Leader would normally draw on the Council's rolling programme of consultation to focus attention on the issues that he believes to be of most importance to the community.

The State of the Area Address launches a district-wide debate on the Council's achievements and priorities and informs the authority's budget-setting process for the coming year. The debate includes a raft of public consultations over the summer, a formal council debate and decision in the autumn and service and budget planning over the winter.



This background has influenced and shaped the seven strategic themes set out in this Corporate Plan:

- Putting Customers First
- Protecting the Environment
- Healthier Communities
- Promoting Prosperity
- Community Safety
- Making Better Use of Resources
- Organising to Deliver



The priorities for 2008/09 are:

- A clean, green and healthy environment. To assist residents to recycle more of their waste and so reduce landfill
- Safer and stronger communities
- Safeguarding the interests of our community in implementing any new form of local government structure
- Improving the leisure/recreational offer within the District
- Championing the reduction in greenhouse gasses and leading by example
- Delivering a balanced and sustainable budget that meets the needs and priorities of the district.

Our Strategic Programme for 2008/09 is at Appendix D. This shows the relationship between our strategic themes and priorities and also includes other key activities which are either a statutory requirement or continue longer-term activity identified in previous years' priorities. It shows those areas where we are concentrating efforts on achieving corporate and specific service improvements.

STRATEGIC THEMES

2008 – 2011

The Council is determined to take a longer-term approach to achieving its goals. We need to do this because many of the Council's priorities for 2008/09 will continue to feature over the following two years; others will not, but they will continue to be important. We have to do this because it is important to develop a strategic framework that will shape and give context to our

priorities in future years. We want to do this so that we can be clear about the longer-term issues that will influence much of what we do as a Council over the next three years.

We have identified seven strategic themes that we think will have a long-term importance for the Council and its customers:

Protecting the environment

Successive customer surveys confirm that people in the district are becoming increasingly concerned about the whole range of environmental issues, and there is no doubt that this area will develop in importance over the next three years. The Council is directly responsible for a number of services that have a very real impact on the environment (such as waste management and environmental protection). We aim to set an example for other organisations in the area through our own environmental policies.

We are already working hard with partner organisations such as the Environment Agency

and North Yorkshire County Council to protect and enhance our natural and built environment. We will continue to explore further opportunities to improve the environment through education programmes and by making best use of our private sector partners.

How we protect the built environment is changing. The Council is developing a new Local Development Framework which will take into account how best to plan for services like healthcare, education, housing, transport, regeneration and the environment when deciding on how much development, how big and where it should go.



Putting customers first

We work hard to stay in touch with the community and obtain regular feedback from our customers on the services we provide. We will continue to focus on how to improve access to our services as more and more people choose to interact with the authority through the internet.

A broader based approach to customer engagement will be needed. We need to ensure that we treat customers fairly and that we understand their needs, aspirations and concerns. Our consultation processes must provide us with accurate and representative information on our customers' views of the Council's performance. The Council will need to develop its customer services strategies to

encompass web access, personal callers, telephone callers and paper-based correspondence.

Our objective is to:

Implement our long-term Community Engagement Strategy that puts customers at the heart of our service delivery plans.

The expected outcome is:

Customers and communities feel that it is easier to communicate with the Council, access our services and influence how we deliver.

To ensure that the current range of environment-related initiatives are properly co-ordinated, the Council has developed a Climate Change Strategy and Action Plan, with the objective of defining realistic and measurable outcomes which can and should be achieved over the next three years.

Our objective is to:

Meet the targets detailed in the Council's Climate Change Strategy and Action Plan.

The expected outcome is:

Residents and businesses recognise that the natural and built environment has improved as a result of the actions of the Council and its partner organisations.

Healthier communities

Selby District Council has a big role to play in influencing the things that affect people's health and well-being. We have a responsibility to tackle health inequalities and to work closely with other agencies such as the local NHS and social care organisations. Over the next three years, the Local Area Agreement will provide a framework for improving health across the county, with the Selby District Local Strategic Partnership taking a lead in co-ordinating local delivery.

Our own services are important in influencing the life circumstances which make a difference to health and well-being – for example benefits, housing, environmental health, planning and community safety. Providing leisure services is a particularly important role for the Council. By giving residents opportunities to be more active, we are helping to improve their current and future health prospects, physically, mentally and socially.

Promoting prosperity

The Council has worked hard with other local and regional partners to help revitalise the local economy. We want to enable local businesses and individuals to benefit from the actions of the Council and maximise opportunities as they arise. The publication of the Renaissance Charter in summer 2005 marked the culmination of over a year's work, bringing together a wide range of stakeholders and interest groups across the district to agree a 25-year vision for the district as a whole and, in particular, its three market towns, Selby, Sherburn-in-Elmet and Tadcaster.

Joint working with Leeds City Region local authorities and external agencies has provided an opportunity to tap into additional resources and learn from the experiences of others. We must ensure that we maximise the benefits of partnering whilst maintaining the existing strengths and retaining local distinction.

We will encourage local suppliers to bid for Council business, because we recognise that smaller, local suppliers can often offer better value when the full economic cost is considered.



Our objective is to:

Encourage opportunities for healthier living in our communities.

The expected outcome is:

Measurable improvements in the health of residents, especially for those who are worst off.



Our objective is to:

Stimulate a diverse and vibrant economy for businesses and employees and make the joint working with Leeds City Region partnering successful for both our businesses and residents.

The expected outcome is:

Companies recognise that Selby district is an active and dynamic environment, where their businesses can grow and individuals reap the benefits of a thriving economy through more job opportunities.



● Making better use of resources

The Council is committed to using its scarce resources as efficiently as possible to deliver the services that its customers value and secure continuous improvement.

We want residents to be confident that their council tax is being used wisely and that the Council is well-managed.

Following on from Sir Peter Gershon's Efficiency Review in July 2004, the Government's comprehensive spending review 2007 (CRS07) has now set a target of 3% year-on-year cashable efficiency gains to be achieved in local government between April 2008 and March 2011. The target is not about making cuts in

valued public services but is about looking for opportunities to free up resources to spend on priority services. The Council exceeded its previous target for efficiency gains and is now embarking upon the challenge of CSR07 (with a target of £1.6m by March 2011) and sees this as an opportunity to make a significant contribution to the savings required to achieve a balanced and sustainable budget.

Our external audits have confirmed through an annual Use of Resources assessment that our performance is consistently amongst the strongest in North Yorkshire.

The Council is also committed to improving its own capacity to plan and deliver services in the future. We have adopted an Asset Management Plan that guides how we acquire, manage and dispose of our land, property and other assets. Our Medium-Term Financial Plan ensures that the Council provides the financial resources to deliver the commitments in this Corporate Plan.

We are proud to have had our status as an Investor in People (IIP) reaffirmed in 2005 and will continue to work with our staff to further establish our reputation as an excellent local employer.

Selby District Council believes that equal opportunity is central to all its functions and services. It is a fundamental principle of Council policies that all people should be valued regardless of their gender, race, marital status, sexuality, age, disability, nationality, ethnic or national origin, colour, religious belief or any other status.



The Council accepts its responsibilities to comply with all relevant legislation and is committed to promoting equality of opportunity for all people, particularly those who are:

- Seeking and using the District Council's services
- Employees or prospective employees of the District Council or its contractors who supply goods or services to the Council
- Working or seeking work in a voluntary capacity supported by the Council

Our objective is to:

Demonstrate that council and business taxpayers are receiving excellent value for money from their Council.

The expected outcome is:

Council and business taxpayers recognise that the Council is well managed and that resources are being used as efficiently as possible.

Community safety

Selby District Council plays a leading role in the Selby District Community Safety Partnership. The Partnership includes organisations with a statutory duty to work together to improve community safety in the district, as well as other organisations that are involved voluntarily.

Groups in the partnership include:

- Selby District Council
- North Yorkshire County Council
- North Yorkshire Police
- North Yorkshire Police Authority
- North Yorkshire Fire and Rescue Service

- North Yorkshire and York Primary Care Trust
- Selby District Association of Voluntary Services
- Youth Offending Team
- Drug and Alcohol Action Team

The Partnership's vision is:

"By working in partnership we aim to reduce crime, the fear of crime and antisocial behaviour by promoting safer and stronger communities to improve the quality of life for all in the Selby District."

Organising to deliver

The Council does not exist or operate in isolation. We work in partnership with a number of other organisations, including other councils, voluntary groups, the Primary Care Trust, private companies and government departments to deliver services for the community. Some services are delivered directly by the Council and its staff. Other services are delivered by our partners and private contractors. What matters most is not who delivers the service, but that the service is delivered in the best, most efficient way possible.

The debate about the structure and organisation of local government continues and may well have very significant implications for the way in which the Council operates. Selby District Council will encourage debate to ensure that the interests of the people of Selby district are put first.

Our Ten-Year Vision Statement argued the case for greater community power, and suggested that groups of parishes working together could often be even more effective. We are already working and communicating



The Community Safety Partnership Plan 2008–2011 explains why we have a Partnership Plan and how it is developed in line with national, county and, most importantly, local priorities. The Partnership Plan will tackle Selby district community safety concerns over the next three years. The Partnership Plan, that will be reviewed annually, has four priority themes under which key issues will be addressed:

- Safer Neighbourhoods
- Reduce Crime
- Safer Roads
- Drugs and Alcohol.

Our objective is to:

Play a leading role in the development and delivery of the Selby District Community Safety Partnership and its Partnership Plan.

The expected outcome is:

Reduced crime and disorder and an increased feeling of safety, resulting in an improved quality of life for the community we serve.

with clusters of parishes and are now developing proposals to build on the successes of Community Investment Partnerships (CIPs) and Joint Action Groups (JAGs) to broaden our engagement and increase community empowerment. This is consistent with the Government's view that power needs to be devolved from central to local government, and from local government down to local communities and people.

The Council is determined to play an active part in discussions, speaking up for residents and businesses within the district and taking a lead in ensuring that local public services are organised in the best way to deliver the best results for Selby district.

Our objective is to:

Take a lead in working with other organisations to ensure that the machinery of service delivery is organised effectively to best meet the needs of Selby district.

The expected outcome is:

Residents and businesses feel confident that their needs and aspirations are being properly addressed by future local government structures.



Priorities

2008 – 2009

PRIORITIES 2008 – 2009

Each year we consult widely within the community to try and identify those issues people attach most importance to. Suggested annual priorities are announced in the State of the Area Address, delivered by the Leader of Selby District Council in the summer each year. Following further extensive consultation, the Council meets in the autumn to agree a final list of priorities for the following year.

We have been careful to try and identify specific outcomes for each of our priorities so that we can demonstrate whether or not we have achieved them at the end of the year.

Our agreed priorities for 2008/09 are set out in the pages which follow:

● A clean, green and healthy environment. To assist residents to recycle more of their waste and so reduce landfill

The public tell us that they want more opportunities for recycling, coupled with quality waste management services.

We have been set tough targets to divert biodegradable waste from landfill. This, together with financial penalties for sending more waste to landfill than we are permitted, is leading to a change in waste treatment from landfill to alternative technologies.

Selby District Council has invested heavily in waste and recycling services and plans to develop its service further to meet these challenges. We aim to provide a service based around increased partnership working with public and private sector organisations to provide cost-effective quality services for all residents and businesses that deliver measurable efficiency gains.



We know that we need to continue to demonstrate accountability to the community and show evidence of continuous improvement, whilst we meet or exceed government targets.

There are significant procurement issues that need to be considered and addressed over the coming year as we approach the end of our current contract for waste collection services.

Intended outcomes:

- Reduction in the amount of waste generated by the community
- Recycling and re-use of waste maximised
- Increased access to waste services for residents
- Effective contract management arrangements in place

● Safer and stronger communities

Perceptions and fears regarding crime and antisocial behaviour is a growing concern nationally and locally. Working with our partners, the Council will help address the key issues identified in the Selby District Community Safety Partnership Plan 2008 – 2011.

We aim to reduce the level of concern about crime, antisocial behaviour and people's fears by making it easier for people to report problems, better co-ordination of service provision and developing appropriate responses.

We aim to build stronger more cohesive communities by engaging local people in identifying the issues that affect them, and then together find solutions to tackle these issues.

● Safeguarding the interests of our community in implementing any new form of local government structure

The national debate on the best form of local government structure continues with the Local Government and Public Involvement in Health Act in 2007 and the white paper on community empowerment.

It is important that the Council is organised in such a way that the interests of our community are put first with opportunities for residents and businesses to engage and involve themselves in shaping their place in the district.

The drivers for change in the way that we organise our structure of local government here include:

- Clearer and stronger political and community leadership
- Improved accountability and transparency of decision-making
- Improved community engagement and empowerment
- Strong and effective scrutiny function
- Enhanced two-tier working between the Council and North Yorkshire County Council.



Intended outcomes:

- Build respect whilst reducing antisocial behaviour
- Local people to have a clear understanding of how to report community safety concerns to the Council
- Adequately resourced services working together to tackle and deal effectively with community safety concerns
- Involve local people in identifying and helping to find the solutions to tackle community safety issues
- Reduce fear of crime and antisocial behaviour

As a Council we cannot work in isolation to meet the needs of Selby district and we are taking the lead by working with our partners and community groups to develop structures that meet the drivers for change and can be sustained for the long-term.



Intended outcomes:

- That people feel they have the opportunity to engage and involve themselves in shaping their place and the services they receive
- That local communities feel that their needs and aspirations are being properly addressed by future local government structures

Delivering a balanced and sustainable budget that meets the needs and priorities of the District

The Council's Medium Term Financial Plan and budget strategy for 2007 – 2010 highlighted the need for an overall reduction in General Fund revenue expenditure in order to achieve a balanced and sustainable budget in the medium to longer term and to minimise the reliance on the use of the Council's reserves to support revenue spending.

The Council is committed to achieving these savings from improved efficiency wherever possible – through improved procurement, partnering and collaboration; by transforming service delivery through the use of new technologies and improved business processes; by ensuring our assets are fit for purpose and by reducing waste and conserving our resources.

Improving the leisure/recreational offer within the District

The Council recognises that by giving residents of all ages opportunities to be more active, we are helping to improve their current and future health prospects, physically, mentally and socially. By improving the leisure/recreational offer in the district we will be encouraging healthier communities as well as providing diversionary activities for young people.

To enhance the leisure services that we provide we are seeking to develop long-term management arrangements, in partnership with a well established leisure provider with a

strong track record of success, to benefit from their expertise, build resilience and maximise the opportunity to invest in and develop leisure services.

This year we have agreed to appoint, with our partners, a jointly funded Sports and Physical Activity Inclusion Officer whose expertise will help overcome the barriers to active involvement in sport and leisure faced by some members of our community.



Intended outcome is:

- The Council has a balanced and sustainable budget that meets the needs and priorities of the district.



Through our Play Partnership we will implement the Play Strategy and deliver play projects across the district that will improve the quality, scope and availability of free play opportunities within the district.

Intended outcomes:

- Enhanced leisure services for the long-term
- More opportunities for people to lead a healthier lifestyle, especially those that would not normally participate in sport and leisure
- An increase in the range of play opportunities for children and young people

Championing the reduction in greenhouse gasses and leading by example

The issue of climate change and the reduction of greenhouse gasses is probably one of the most important issues that needs to be addressed by the world today and is being recognised as such by government, commerce, industry and the general public. The scientific community and governments worldwide now agree that global warming is taking place and is the result of interference on the natural world by the actions of the human race.

In 2007 the Council became a signatory to the Nottingham Declaration and has committed to:

- Work with central government to contribute, at a local level, to the delivery of the UK Climate Change programme, the Kyoto Protocol and the target for carbon dioxide reduction by 2010
- Participate in local and regional networks for support
- Within the next two years, develop plans with our partners and local communities to progressively address the causes and impacts of climate change, according to our local priorities and subject to available resources, securing maximum benefit for our communities

- Publicly declare, within appropriate plans and strategies, the commitment to achieve a reduction of greenhouse gas emissions from our own authority's operations, especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services
- Assess the risks associated with climate change, address the implications for our services and our communities of climate change impact and adapt accordingly

- Encourage all sectors in our local community to take the opportunity to adapt to the impacts of climate change, to reduce their own greenhouse gas emissions and to make public their commitment to action
- Monitor the progress of our plans against the actions needed and publish the result.



The Council has already started to address these issues by adopting a Climate Change Strategy and Action Plan and with our partners, by addressing the issue through the environmental subgroup of the Local Strategic Partnership.

We will also be using our role as a regulatory authority to ensure others are doing as much as possible to contribute to the reduction of greenhouse gasses.

Intended outcomes:

- Reduction in the amount of greenhouse gasses generated by the authority's own operations
- Meeting the targets detailed in the Climate Change Strategy and Action Plan
- Through influence and encouragement ensure our partners and the commercial and industrial sectors deliver real reductions in the amount of carbon dioxide generated within the authority's area
- Provide reports on progress of our plans against the actions needed

Appendix A

About the district

Selby is a mainly rural district in North Yorkshire. It has a population of approximately 78,000; with 99.2% of the population being of white ethnic origin.

It has three main towns – Selby, Sherburn-in-Elmet and Tadcaster. The majority of the population is dispersed throughout the district in the many significant villages and remote hamlets. The Department for Environment, Food and Rural Affairs (DEFRA) states that 75.6% of people in the Selby district live in 'less sparse' rural areas; compared to an average of 18% across the Yorkshire and Humber region. The district's neighbouring areas include the towns and cities of York, Harrogate, Leeds, Doncaster and Wakefield, with the rural East Riding of Yorkshire to the east.

Economy

Although mainly rural, industry is well developed, with major industrial locations including the Drax and Eggborough power stations, the three breweries at Tadcaster and the Saint-Gobain Glass manufacturing plant.

In general, the district is fairly wealthy, having the highest average annual income in both York and North Yorkshire (£32,794 in 2007) and is above the national average of £30,211. There are around 31,700 people employed in the district (excluding self-employed), a decrease of 5.9% from 2004/05. As of April 2008, claimant unemployment stood at 1.6%. This equates to a rate slightly higher than the North Yorkshire average of 1.3% and lower than both the Yorkshire and Humber (2.5%) and national Great Britain averages (2.2%). There are relatively fewer full-time workers in Selby district on low pay compared with North Yorkshire. The district also has some of the highest earners nationally.

Population

Selby district's population is predominantly of white (99.2%) ethnic origin; the tenth highest percentage out of all 376 districts in England

and Wales. The most prevalent ethnic minority group was Chinese (at 0.2% or 115 people). The small ethnic minority population is scattered across the district's towns, villages and hamlets. The percentage split is not expected to rise significantly to 2030. However, over the last 18 months the number of Eastern European migrant workers has increased considerably with a top estimate of 1,500 migrant workers and their families now living in the district.

At the 2001 Census, 41% of the district's population was aged over 45. Whilst the numbers of those aged 0-19 in the district is expected to remain around 18/19% to the year 2020, the percentages of those over 55 is expected to rise from 22% in 2005 to 28% in 2020.

Deprivation

Selby district has five Super Output Areas (SOAs) in the Index of Multiple Deprivation's (IMD) 10% least deprived areas. These include two SOAs in Brayton ward, two SOAs in Riccall with Escrick ward and one SOA in Tadcaster East ward. Selby district also has two SOAs in the IMD's 25% most deprived areas. These are in Selby North and Selby South wards. One of these (in Selby North) is in the IMD's 20% most deprived areas. Selby district has no SOAs in the country's 10% most deprived areas.

Transport and geographical access

The district is well served by major roads. There is a direct train service to London as well as access to the East Coast main line at York, Leeds and Doncaster. However, the remoteness of some areas and variable bus services has led to more people depending on cars. As a result, Selby district has the highest percentage of people who travel to work by car or van in North Yorkshire; there is also a high percentage of households with two cars. People without cars may have difficulty getting to facilities in the area, and further afield.

In a recent survey, most people said they could use most services fairly easily. However, 39% had difficulty using cultural and

recreational facilities and 31% had difficulty getting to a local hospital. These are significant percentages.

Health

The health and life expectancy of people in the area also varies. Over 92% of people in the district believed that their health was 'good' or 'fairly good', with less than 8% believing their health was 'not good'. In the district 16% of people have a limiting long-term illness, which is around the average. People who claim Incapacity Benefit mainly live in the central and southern areas of the district.

Life expectancy for residents is better than that for both the Yorkshire and Humber region and for England overall. Female life expectancy is 82.7 years and male life expectancy is 77.9 years.

Housing

Most homes in the district (78%) are lived in by the owner, higher than the national average of 68%. The average house price in Selby district was £173,988 in the period July – September 2006 compared to £54,419 in the period July – September 1996 an increase of over 200% over the ten year period. The average gross annual household income in the district stood at £32,794 in March 2007, meaning that the average property now costs over five times the average household income.

During 2007/08, Selby District Council was responsible for housing 256 households. The main reason people became homeless was that their parents asked them to leave the family home (34 cases in 2007/08) and the second most common reason was relationship breakdown (16 cases in 2007/08). The Council is currently working to address these issues with its partners.

The Council continues to promote the provision of affordable housing and has introduced strict targets for developers to achieve in terms of shared ownership, discounted for sale and rented stock.

Education

The district of Selby has 43 primary schools, and nearly 200 early-years settings including 161 registered childminders. Throughout the district there are six local education authority secondary schools. Two of the schools, Tadcaster Grammar and Sherburn High School, have sixth forms. There are two independent secondary schools in the area. Selby College, rated 'Outstanding' by OFSTED and (in July 2008) awarded QIA Learning and Skills Beacon status, offers further education for 16 to 19 year olds. Learning opportunities for adults are provided by a range of public and privately funded training providers, including Selby College and the North Yorkshire County Council Continuing Education Unit's Community Education Service.

Children and families

Children's Centres are the focal point for early years services. In Selby district there are five such centres, in Brotherton, Selby North, Selby South, Sherburn-in-Elmet and Tadcaster.

Each Centre has a hub or base where activities take place but also aims to co-ordinate and deliver services, under its Children's Centre umbrella, in a range of venues across the local area so as to enable families to access them more easily.

All centres provide a universal range of services including:

- Access to community health services
- Outreach services to vulnerable families
- Information and advice
- Support to childminders
- Activities for children and parents/carers
- Links with JobCentre Plus.

Community safety

Selby district is a low crime area. However residents still have concerns about antisocial behaviour, vehicle crime, and drugs and alcohol issues. The Council with its partners will continue to tackle these issues seeking to deliver value for money initiatives by adopting regional and national best practice.

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Yorkshire & The Humber Population Projections: age and ethnicity

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Migrant workers@
www.idea.gov.uk/idk/aio/6949833

Selby Together

Appendix B

Services

The Council provides essential local services that support the day-to-day quality of life of most people in the district.

The main services delivered by the Council are:

- Building Control
- Community Safety
- Council Tax collection
- Development Services
- Economic Development
- Electoral Registration
- Environmental Health
- Housing and Housing Benefits
- Leisure and Sports
- Licensing
- Markets
- Planning Applications
- Refuse Collection and Recycling
- Street Cleaning



Appendix C



Workforce planning

The Council works within an ever-changing environment responding to increasing amounts of external change driven by such things as sustainability, partnership working, efficiency savings, new technology, increased performance, changes in legislation and growing customer expectations.

The Council recognises that, to respond to such changes and deliver high quality and efficient services, there is a need to be able to recruit and retain high quality staff. Planning for change in staffing supply and demand is also essential to ensure ongoing delivery of services. To meet these challenges, the Council has put in place a number of strategies and initiatives. These include the following:

- Workforce Strategy
- Investor in People Standard
- Staff Appraisal Scheme
- Pay and Grading Structure
- Career grades and secondments
- Management Development Programmes
- Employee recognition and involvement
- Staff Survey
- Communication Strategy
- Equal Opportunity Policies and Action Plans
- Safeguarding Children Arrangements
- Training Programmes including qualification training
- Flexible Working.

The Council is still faced with enormous challenges with regard to its workforce and will:

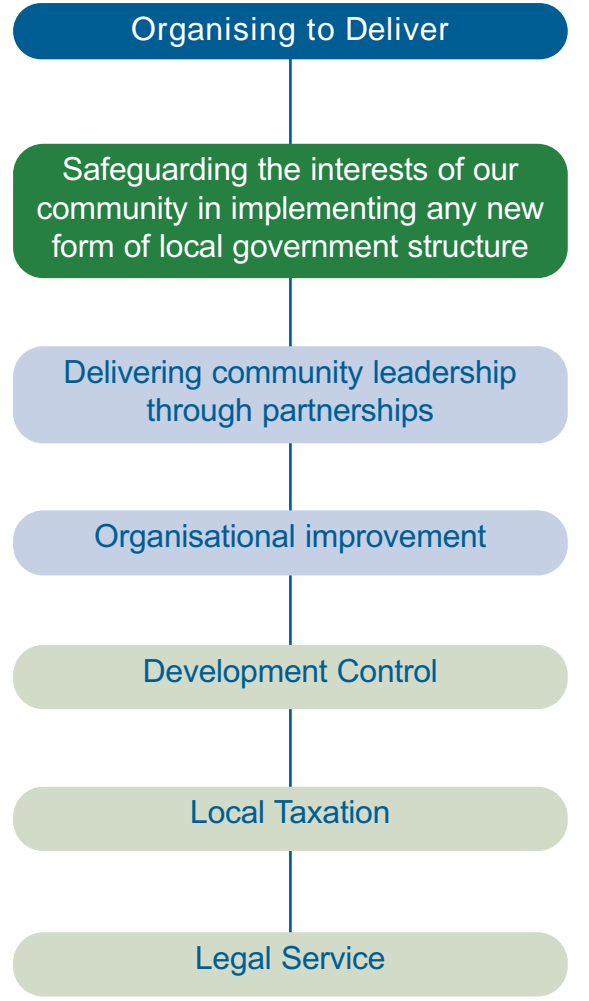
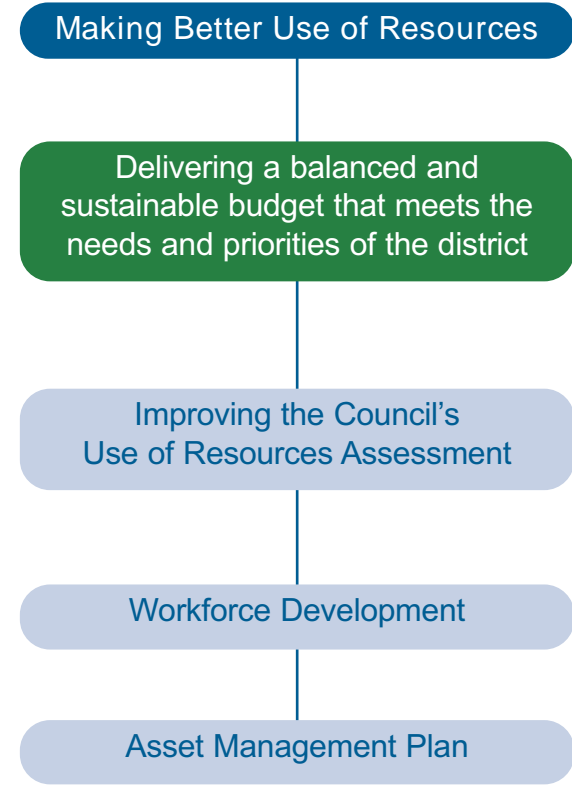
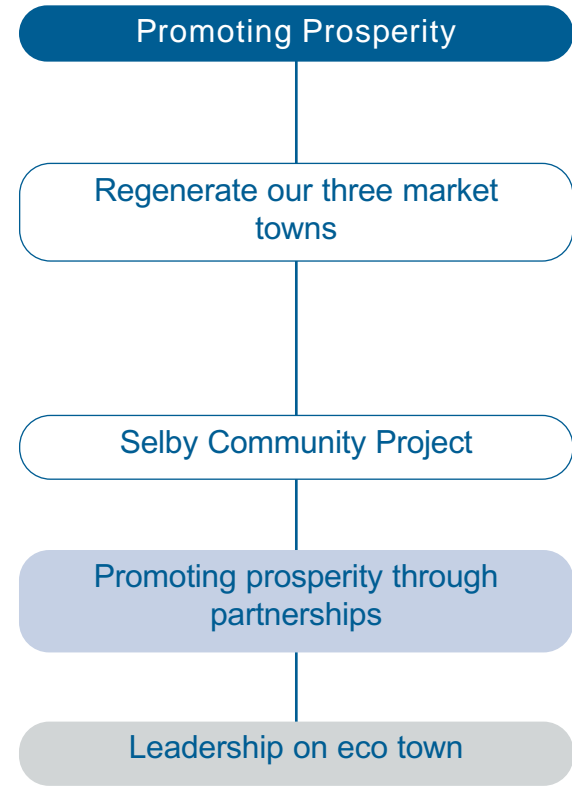
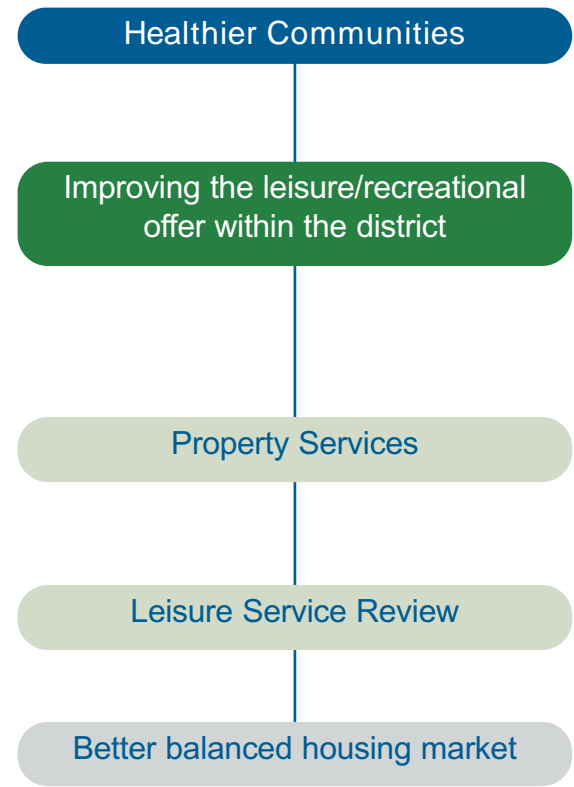
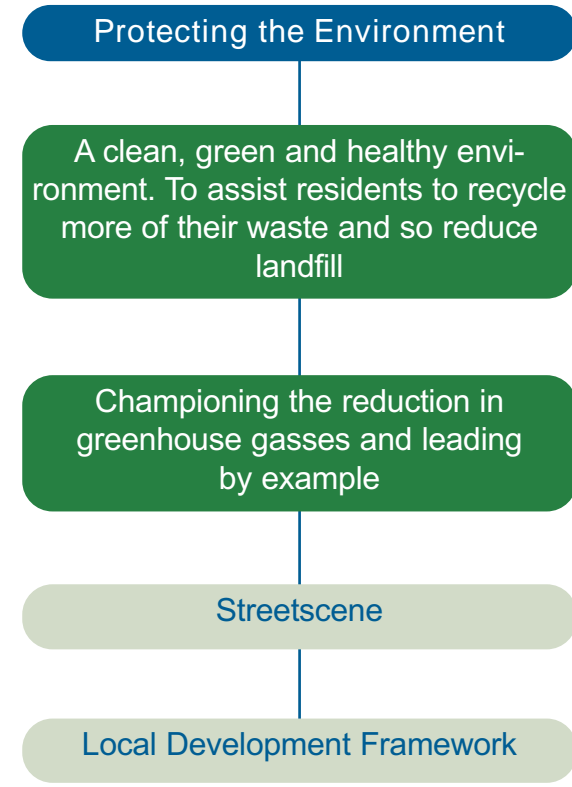
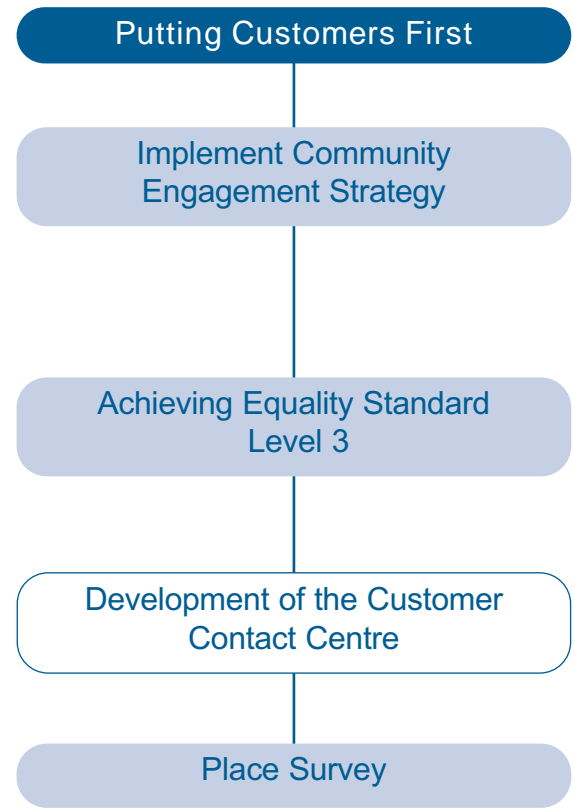
- Develop arrangements for succession planning
- Work with partners to deliver enhanced development opportunities for staff and build capacity
- Seek to retain and attract more staff by focusing on and improving the work/life balance
- Aim to establish Selby District Council as an 'employer of choice'

Appendix D

Strategic Programme

Key

- Strategic Themes
- Corporate Priorities 2008/2009
- Other key activities
- Corporate Improvement
- Service Improvement
- Consultation draft Priorities 2009/10



If you require this document in a different format, eg: large print, audio cassette/CD, Braille or in another language, please contact Heather Watts at:

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