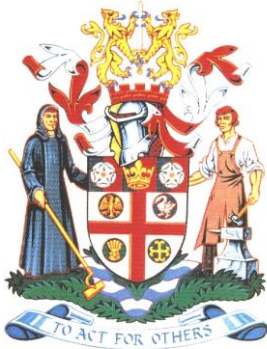


Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday, 3 October 2019**
Time: **4.00 pm**
Venue: **Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT**
To: **Councillors M Crane (Chair), R Musgrave (Vice-Chair), C Lunn, C Pearson and D Buckle**

1. Apologies for Absence

2. Minutes (Pages 1 - 10)

The Executive is asked to approve the minutes of the meeting held on 5 September 2019.

3. Disclosures of Interest

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

4. Selby District Council Equality Objectives 2017-2020 - Progress Report (Pages 11 - 38)

Report E/19/18 outlines progress against the Selby District Council Equality Objectives 2017-2020.

5. Draft Council Plan 2030 (Pages 39 - 52)

E/19/19 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.



Janet Waggott
Chief Executive

Date of next meeting
Thursday, 7 November 2019 at 4.00 pm

For enquiries relating to this agenda please contact Palbinder Mann, on 01757 292207 or pmann@selby.gov.uk

Recording at Council Meetings

Recording is allowed at Council, committee and sub-committee meetings which are open to the public, subject to: (i) the recording being conducted with the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Manager using the details above prior to the start of the meeting. Any recording must be conducted openly and not in secret.

Agenda Item 2



Selby District Council

Minutes

Executive

Venue:	Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Thursday, 5 September 2019
Time:	4.00 pm
Present:	Councillors M Crane (Chair), C Pearson and D Buckle
Also Present:	Councillors R Packham
Officers Present:	Janet Waggott (Chief Executive), Julie Slatter (Director of Corporate Services & Commissioning), Karen Iveson (Chief Finance Officer (s151)), Keith Cadman (Head of Commissioning, Contracts and Procurement) (for minute item 31), Aimi Brookes (Contracts Team Leader) (for minute item 31), Stuart Robinson (Head of Business Development and Improvement) (for minute item 32), Phil Hiscott (Property Management Team Leader) (for minute item 32), Sarah Thompson (Housing and Environmental Health Service Manager) (for minute item 36), Hannah McCoubrey (Housing Strategy Officer) (for minute item 36), Julian Rudd (Head of Economic Development and Regeneration) (for minute item 39), Iain Brown (Economy and Infrastructure Manager) (for minute item 39), Mike James (Communications and Marketing Manager) and Palbinder Mann (Democratic Services Manager)
Public:	0
Press:	0

NOTE: Only minute numbers 31-32, 34-36 and 38-39 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 18 September 2019. Decisions not called in may be implemented from Thursday 19 September 2019.

28 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Lunn and Musgrave.

29 MINUTES

The Executive considered the minutes of the meetings held on 1st August 2019 and 15th August 2019.

RESOLVED:

To approve the minutes of the meetings held on 1st August 2019 and 15th August 2019 for signing by the Chair.

30 DISCLOSURES OF INTEREST

There were no declarations of interest.

31 FUTURE OPTIONS FOR THE RECYCLING COLLECTION SERVICE

The Lead Executive Member for Housing, Health and Culture presented the report which set out the Council's options for the future waste and recycling service following the Executive decision in March 2019 to replace the collection fleet with standard rear loading vehicles with operational effect in 2020 / 2021 and to conduct a public consultation exercise to inform the decision.

The Lead Executive Member for Housing, Health and Culture explained that the Council had been out to consultation with the public over the proposals and there had been an overwhelming majority that had wanted to move to a two bin system for recycling. The Executive was informed that there was currently a Member Task and Finish group that was considering the issues associated with the implementation of the new system.

Concern was raised at the lack of space that some smaller properties may have in accommodating four 240 litre bins. It was felt residents should be given the option to have smaller bins if they wished. The Head of Commissioning Contracts and Procurement explained that the Council currently operate bespoke collection arrangements for properties with access or storage issues. He added that discussions were taking place with the Task and Finish Group about identifying all areas which would need a bespoke service and that consideration was also being given to a menu of bespoke options which included smaller bins.

RESOLVED:

Executive
Thursday, 5 September 2019
Page 2

- i) **To approve the implementation of a wheeled bin recycling service utilising two wheeled bins per household for all suitable properties.**
- ii) **To approve the development of bespoke containment and collection arrangements for those properties that are unable to accommodate a two wheeled bin collection service.**
- iii) **To recommend to Full Council the funding for the purchase of wheeled bins from capital receipts in the current financial year and the scheme is added to the capital expenditure programme for 19/20.**
- iv) **To recommend to Full Council the funding of the replacement fleet from prudential borrowing in the current financial year and the scheme is added to the capital expenditure programme for 19/20.**

REASON FOR DECISION:

The contract extension in March 2017 required the current collection fleet to be operated beyond 7 years as specified within the original contract to a maximum of 10 years by March 2020.

Officers have explored the option of the Council funding the replacement fleet rather than Amey plc. Based on a capital replacement cost of £4 million and current public works loan board rates the Council could accrue a revenue saving.

A four week consultation exercise has been concluded with the overwhelming majority of responses in favour of moving to a wheeled bin service. In summary the consultation received 6,726 responses with 86% of responses in favour of a wheeled bin recycling service and 82% of responses agreeing with a two bin system. In addition 65% of respondents advised they would recycle more of their waste if the Council was to implement a wheeled bin service.

32 CORPORATE PERFORMANCE REPORT - QUARTER 1 - 2019/20 (APRIL TO JUNE)

The Leader of the Council presented the report which provided a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of progress against priority projects/high level actions; and performance against key

performance indicators (KPIs).

The Leader of the Council explained that 65% of KPIs were on target and 52% of KPIs had shown an improvement over the longer term. The Leader of the Council expressed his thanks to the officers for their work on the improved indicators.

It was highlighted that the performance indicator relating to the average sickness absence per full time employee had fallen further below the target. The Chief Executive explained that, whilst a relatively small number of long term absences were contributing to this, the Council did continue to actively manage absence and were currently reviewing absence management policy. The Chief Executive added that the Council's digital transformation programme would enable staff to work more flexibly in terms of when and where they work subject to business requirement and that this would help with maximising attendance.

Discussion took place in relation to the performance indicator to bring void properties back into use. The Property Management Team Leader provided the following update in relation to performance information over the previous three months:

- The performance figure for bringing void properties into use had improved from an initial figure of 35 days in June to 21.7 days in August.
- In relation to major voids, the figure was currently 44.8 days which was an improvement from an original figure of 88 days.
- With regard to refurbishment voids, which were properties that needed major work, there were currently 16 properties in this category which was a reduction from the original figure of 25.
- The number of total voids was currently 33 and 10 of these properties were expected to be ready for use by the end of the current week with the rest expected to be ready by the middle of October.

Concern was raised at the waiting time some tenants were experiencing for improvement works such as replacement kitchens and bathrooms to be carried out to their property. The Director of Corporate Services and Commissioning explained that a bid had been submitted during last year's budget to increase investment in the capital programme and that the contracts for delivery of the work had also been revisited to ensure they were meeting the Council's needs. She added that it hoped there would be visible

improvements in the delivery of the improvement programmes soon.

RESOLVED:

To note and approve the report.

REASON FOR DECISION:

The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan priorities to make Selby District a great place.

33 MEDIUM TERM FINANCIAL STRATEGY

The Leader of the Council in the absence of the Lead Executive Member for Finance and Resources presented an update to the Medium Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council on 17th September 2019.

The Leader of the Council explained that the MTFS would be going before the Policy Review Committee and then onto Full Council. The Executive was informed that the Government had announced that there would be a one year settlement for 2020/21 and that it had been suggested that the referendum threshold for increasing council tax would revert back to 2%.

The Leader of the Council outlined that the Council was in a healthier financial position in comparison to other authorities due to the work that had been done in recent years.

The Executive was informed that the Business Rates Pool Board had awarded the Council funding for the Tour de Yorkshire and the UCI World Championships cycle events.

RESOLVED:

To submit the Medium Term Financial Strategy to Council for approval.

REASON FOR DECISION:

To set the framework for the 2020/21 budget and Medium Term Financial Plan to 2022/23.

34 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 30TH JUNE 2019

The Leader of the Council in the absence of the Lead Executive Member for Finance and Resources presented the financial results

Executive

Thursday, 5 September 2019

and budget exceptions to 30th June 2019.

The Leader of the Council explained that the General Fund was indicating a savings shortfall of £311k whilst the Housing Revenue Account (HRA) was forecasting a savings shortfall of £195k.

Concern was raised that the Council owned industrial units were currently sitting empty and there was no programme scheduled for improvements to bring them back into use. The Director of Corporate Services and Commissioning explained that changes in legislation had required that industrial units met a higher standard of energy efficiency which had meant further work was required to get the units to meet that standard. The Executive was informed that work was ongoing to inform investment decisions and that options were being considered regarding the future of the units.

RESOLVED:

To endorse the actions of officers and note the contents of the report.

REASON FOR DECISION:

To ensure that budget exceptions are brought to the attention of the Executive in order to approve remedial action where necessary.

35 TREASURY MANAGEMENT - QUARTERLY UPDATE Q1 2019/20

The Leader of the Council in the absence of the Lead Executive Member for Finance and Resources presented the report that reviewed the Council's borrowing and investment activity (Treasury Management) for the period 1st April to 30th June 2019 (Q1) and presented performance against Prudential Indicators.

RESOLVED:

To endorse the actions of officers on the Council's treasury activities for Q1 2019/20 and approve the report.

REASON FOR DECISION:

To comply with the Treasury Management Code of Practice, the Executive is required to receive and review regular treasury management monitoring reports.

36 HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN - DRAFT

The Lead Executive Member for Housing, Health and Culture presented the report which outlined the draft HRA Business Plan

Executive

Thursday, 5 September 2019

and Action Plan 2020-2025 for consideration.

The Lead Executive Member for Housing, Health and Culture explained that the plan set out the Council's ambitions over the next five years and beyond as to how it managed and looked to improve its housing stock ensuring that the need of its residents were met now and in the future.

In response to a query concerning the pace of how the Council intended to renew the kitchens and bathrooms in its stock, the Director of Corporate Services and Commissioning explained that the plan was to ensure all properties adhered to the decent homes plus standard over a period of 15 years. It was outlined that Appendix C contained information regarding the how the funding will be spent however the Executive requested information regarding how this equated to actual numbers of properties. It was agreed this information would be circulated to the Executive.

A query was raised regarding the Choice Based Lettings scheme with the news that York were withdrawing from the scheme. The Housing and Environmental Health Service Manager explained that it was recognised York would be leaving the scheme and that the Council would be reviewing its position. The Executive was informed that the Policy Review Committee would be looking at the scheme at their meeting in October.

In response to a query concerning the effect of residents moving if the Council left the scheme, the Housing and Environmental Health Service Manager explained that if the Council left the scheme, it would mean that residents would not be able to move to other areas who were in the scheme unless they could demonstrate a local connection. It was also noted that costs of administering the scheme were currently shared and if the Council left, then they would need to meet the administration costs of their own scheme.

The Executive was informed there would be a trial where properties in areas with a population of less than 3,000 were advertised to local residents in the first instance to ensure demands for housing for local people were being met and that rural housing was protected for local people.

RESOLVED:

To approve the draft HRA Business Plan 2020-2025 for further consultation with key stakeholders.

REASON FOR DECISION:

To allow the Council to further progress with the implementation of the new HRA Business Plan 2020-2025.

Executive
Thursday, 5 September 2019
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37 PRIVATE SESSION

It was proposed, and seconded, that the Executive sit in private session for the next two items due to the nature of the business to be transacted.

RESOLVED:

That, in accordance with Section 100(A)(4) of the Local Government Act 1972, in view of the nature of business to be transacted the meeting be not open to the press and public during discussion of the following items as there will be disclosure of exempt information as described in paragraph 3 of Schedule 12(A) of the Act.

38 DISPOSAL OF THE FORMER NAT WEST BANK, SELBY.

The Leader of the Council in the absence of the Lead Executive Member for Finance and Resources presented the report which asked the Executive to agree to the sale of the former Nat West Bank, The Crescent, Selby.

The Leader of the Council explained that an acceptable offer had been received regarding the building which would benefit the local area however the sale was subject to planning permission being approved. It was acknowledged that if the Council were to keep the building, there would be substantial costs involved to convert the building for appropriate usage therefore the proposal was to sell.

RESOLVED:

- i) To approve in principle the freehold disposal of the former Nat West Bank, the Crescent, Selby to support the sympathetic re-development of the grade 2 listed building, for a purpose which will bring the building back into use, enhance the town centre and gain a capital receipt, subject to planning approval for the conversion to a dental practice.**
- ii) To authorise the Director of Corporate Services & Commissioning to finalise the terms of the transaction in consultation with the Lead Executive Member for Finance & Resources, the Solicitor to the Council and the Section 151 Officer to give effect to this in principle decision.**

REASON FOR DECISION:

To enable the Council to make the best use of assets, to obtain a capital receipt and commercial return on investment, assist in the enhancement of the town centre, providing services for residents and to secure a private investor to bring back into use the grade 2 listed building.

39 CONSULTATION ON THE DRAFT PROPOSALS TO IMPROVE THE SELBY RAILWAY STATION

The Lead Executive Member for Communities and Economic Development presented the report which updated the Executive regarding draft proposals to improve Selby Station and the surrounding area, together with associated funding bids.

The Lead Executive Member for Communities and Economic Development explained that the proposals were to make the area around Selby Station more welcoming for visitors and transform the surrounding area.

The Head of Economic Development and Regeneration explained that the consultation was now expected to commence on 27th September not 23rd September as outlined in the report and would last until 21st October.

RESOLVED:

- i) **To agree to hold a public consultation and that views are sought regarding the draft proposals to improve Selby station and the surrounding area through a joint public consultation with North Yorkshire County Council, involving Network Rail and the train operators. This will be the first of several public consultations to help determine the nature and extent of any proposed improvements;**
- ii) **To agree that ‘without prejudice’ exploratory discussions are held with landowners in the station area regarding their intentions for these sites and the potential for land use changes in the future;**
- iii) **To agree that the responses to the above are reported to Executive on 7 November 2019 to assist in agreeing the Council’s actions to deliver improvements to Selby station and the surrounding area, in**

conjunction with North Yorkshire County Council, Network Rail, train operators and other delivery partners.

REASON FOR DECISION:

To seek the views of the public, stakeholders and landowners regarding draft proposals to improve Selby station and the surrounding area. This consultation will allow the proposals to be appropriately adapted to reflect these views. It will also ensure that future decisions regarding the proposals and related projects by this Council, North Yorkshire County Council and other delivery partners can be made with the benefit of this important information.

The meeting closed at 5.13 pm.



Report Reference Number: E/19/18

To: Executive
Date: 3 October 2019
Status: Non-key decision
Ward(s) Affected: All
Author: Michelle Dinsdale, Senior Policy & Performance Officer
Lead Executive Member: Councillor David Buckle, Lead Executive Member for Communities and Economic Development
Lead Officer: Stuart Robinson, Head of Business Development & Improvement

Title: Selby District Council Equality Objectives 2017-2020 – Progress Report

Summary:

As a public body we are required under the Equality Act 2010 Public Sector Equality Duty (PSED) to publish one or more Equality Objectives. We must do this at least every four years. Our current objectives were approved by the Executive on 12 October 2017. At the time of approval it was agreed that a report detailing progress made against the objectives would be brought to the Executive annually. Progress made for the period October 2017 to April 2018 was reported to the Executive on 7 June 2018. This report provides details of achievements from April 2018 to July 2019.

Recommendations:

- i. That Executive note the achievements against the Equality Objectives.

Reasons for recommendation

To ensure compliance with the Equality Act 2010 Public Sector Equality Duty. To update the Executive on progress made against the Equality Objectives.

1. Introduction and background

- 1.1 As a public body we are required under the Equality Act 2010 Public Sector Equality Duty (PSED) to publish one or more Equality Objectives. We must do this at least every four years.
- 1.2 In setting objectives, we must set out what we are aiming to do to fulfil our obligations under the PSED. The duty requires us to have due regard to
 1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 1.3 The nine protected characteristics are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; and sexual orientation.

2. Current Objectives

- 2.1 In October 2017, the Executive approved the following two broad objectives:
 - 1. Ensure services delivered by, or on behalf of Selby District Council are - as far as possible - accessible and do not discriminate.**
 - 2. Ensure employees and Members are supported to deliver accessible, non- discriminatory services.**
- 2.2 The objectives take account of current equality data and processes and are linked to the delivery of The Corporate Plan 2015-2020. They are based around understanding the diversity of our customers and employees in order to better meet their needs.
- 2.2 The approach to setting objectives was based on retaining two general objectives – one outward/customer facing and the second one focused on internal matters. The benefit of keeping the objectives relatively high level is that it provides flexibility to the Council in how we deliver the objectives.

2.3 Equality Objectives Achievements

Progress made for the period October 2017 to April 2018 was reported to the Executive on 7 June 2018. Since then we have continued to undertake a number of actions which support our equality objectives. These include the following:

- **Government Employer Disability Accreditation Scheme** - in May 2018 we were awarded 'Disability Confident Committed Employer' status. This involves committing to a number of actions which include ensuring our recruitment process is inclusive and accessible, anticipating and providing reasonable adjustments as required and

supporting any existing employee who acquires a disability or long term health condition, enabling them to stay in work.

- **Digital Strategy** – we are investing in new software, including functions which will benefit employees and service users e.g. those with a disability – read aloud, text size, spacing and background colour and translation function barriers for those for whom English is not their first language.
- **Selby Leisure Centre** – is a registered Changing Places facility, one of only two in the town, which is suitable and accessible to people with profound and multiple learning and physical disabilities. The site is also accredited as a Breast Feeding Friendly centre.
- Working in partnership with the Council, Inspiring Health Lifestyles (IHL) have developed and delivered:
 - A range of new family-focused activities including Parent and Child Zumba, Parent and Baby Yoga and Tai Chi.
 - Several programmes, including a school holiday camp, targeted at children and young people from the most deprived communities in the District.
 - A range of low impact exercise classes catering for various target groups including older people, people at risk of social isolation and people with limited mobility or health conditions.
 - An adult disability football team through partnership working with NLY Community Sport over the last year (one player chosen to be included in the GB MENCAP squad).
 - They are also looking at implementing a sensory orienteering course later this year, targeted at people living with disabilities and children and young people.
- **Car Parks** - we are part way through a comprehensive programme of improvements to our car parks, which is focussed around improving the user experience – e.g. resurfacing, introducing new lighting, planting and signage. This has included the introduction and/or renewal of appropriate dropped kerbs and tactile paving to facilitate access for users with mobility issues, pushchair users etc.
- **Lifeline Service** – we continue to provide and promote this (non-statutory) support service, which enables disabled/elderly residents to live safely and independently in their own homes for longer, as well as providing some regular contact mitigating social isolation. We have also extended the availability of this local emergency support service and it is now available 24 hours a day. We currently have 760 customers accessing the service (July 2019).
- **Disabled Facilities Grant** – these grants help people who own their own home, private tenants and tenants of social landlords (but not council tenants) adapt their homes to meet the needs of disabled children and adults. Completions are up from 24 to 57 in 2018/19, an increase of 137%. The number of days from application to completion is down from 127 to 79.

- **Assisted Waste Collections** - we continue to offer this service to those who find it difficult to take their bins and boxes to their boundary. As at the end of April this year there were 1695 properties receiving assistance (a net growth of 94 during the last 12 months).

2.4 Future Actions

We will continue to demonstrate our commitment to equalities in a number of ways, including:

- Proposing a motion at Council to adopt the **International Holocaust Remembrance Alliance (IHRA) definition of anti-Semitism**.
- **Equality Networks** – maintaining links with local equality networks e.g. Selby District Equality Network (SDEN). SDEN members include Selby District Association of Voluntary Services (AVS), Selby District Disability Forum, Citizens Advice, Dementia Forward, Age UK, Alzheimer's Society, Refugee Council, and North Yorkshire Police. Officers regularly attend SDEN meetings and highlight and discuss relevant council consultations. This provides us with a greater understanding of local issues and the barriers to accessing services for particular groups.
- **Equalities Data** – updating and publishing:
 - **'A Picture of Diversity'** report (Appendix A). This provides a comparison of the protected characteristics of the workforce and the district and identifies that our workforce is broadly representative of the district.
 - The **'Selby District Council Workforce Metrics'** report (Appendix B). This provides data in terms of protected characteristics for starters, leavers, top grades etc.
- **Equalities Training** - maintaining staff and Member awareness. Equalities continue to be included as part of the induction process for all new starters. All staff are required to complete mandatory equalities training and this is monitored through the Performance and Development Review (PDR) process. To date 71% of all employees have completed the training (July 2019). Training for elected Members continues to take place on a regular basis – the most recent training, which took place in June 2019, was well attended and included a number of newly elected Members.
- **Equality Diversity and Community Impact (EDCI) screenings and assessments** – undertaking EDCI screenings and assessments where relevant. The Policy and Performance team provide guidance to officers on how to complete these and have advised in relation to a number of new/amended policies/strategies, these include Tenant Participation Strategy, Licensing Policy, Council Tax Support Scheme and Taxi Licensing Policy. Training is scheduled to be delivered to officers, including senior management, by the Policy & Performance team in the near future.

- **Gender Pay Gap** – our gender pay gap is 9.2%. Whilst this is lower than the sector (15.4%), we will develop a robust action plan to address the gap

2.5 **Monitoring**

Progress made against our objectives will continue to be regularly monitored and reported to Executive annually. The next progress report to the Executive is scheduled for 2020, at which time a new set of objectives for 2020-2024 will also be proposed.

3. **Alternative Options Considered**

N/A

4. **Implications**

4.1 **Legal Implications**

Under the Equality Act 2010 Public Sector Equality Duty (PSED) we are required to publish one or more Equality Objectives at least every four years.

4.2 **Financial Implications**

None

4.3 **Policy and Risk Implications**

None

4.4 **Corporate Plan Implications**

The Equality Objectives support the Corporate Plan objectives to enjoy life and make a difference.

4.5 **Resource Implications**

None

4.6 **Other Implications**

None

4.7 **Equalities Impact Assessment**

The setting and monitoring of our equality objectives will have a positive impact on the nine protected characteristics.

5. **Conclusion**

- 5.1** As a public body we are required under the Equality Act 2010 Public Sector Equality Duty to publish one or more Equality Objective. We must do this at least every four years. The current objectives were approved in October 2017 and progress reported in June 2018. Since then, achievements which demonstrate our commitment to equalities have been made in a number of areas. The next progress report to the Executive is scheduled for 2020, at which time a new set of objectives for 2020-2024 will be proposed.

6. Background Documents

None

7. Appendices

Appendix A - A Picture of Diversity

Appendix B - Selby District Council Workforce Metrics Report

Contact Officer:

Michelle Dinsdale
Senior Policy & Performance Officer
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01757 292041

A Picture of Diversity


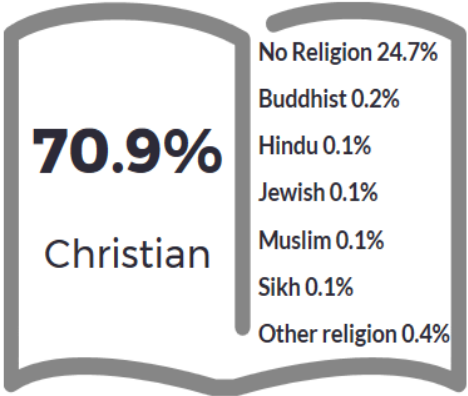






31 March 2019

		Understanding our data	How do we compare?
Age	The average age of our employees is slightly higher than the average working age of Selby District.	Selby Council <p>44.6 average employee age</p> <p>263 employees</p>	Selby District <p>44.3 average working age in Selby (16-64)</p> <p>87,900 residents</p>
Gender	We employ significantly more women than men, particularly in part time work – which is typical of local government.	<p>Selby Council</p> <p>Full time: 41% Male, 59% Female Part time: 10% Male, 90% Female</p> <p>47% of the top 5% earners are female</p> <p>78 Males employed 185 Females employed</p>	<p>Selby District</p> <p>Full time: 62% Male, 38% Female Part time: 16% Male, 84% Female</p> <p>24,800 Males employed in Selby 21,800 Females employed in Selby</p>
Race	We have a slightly lower BME percentage when compared to Selby District.	<p>Selby Council</p> <p>BME 3% (or not stated)</p> <p>97% White British</p>	<p>Selby District</p> <p>Other white 2.9% Mixed 0.8% Asian 0.3% Black 0.3% Other 0.0%</p> <p>95.5% White British</p>

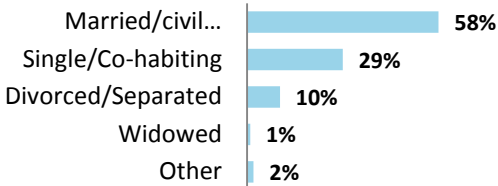

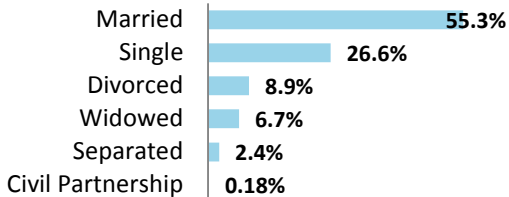

A Picture of Diversity

31 March 2019

		Understanding our data	How do we compare?
Religion and Belief	We cannot currently compare our workforce to the district.	Selby Council  This data is not currently captured about employees	Selby District  70.9% Christian No Religion 24.7% Buddhist 0.2% Hindu 0.1% Jewish 0.1% Muslim 0.1% Sikh 0.1% Other religion 0.4%
Disability	8.6% of our employees stated that they consider themselves to have a disability.	Selby Council  8.4% Employees declared a disability confident	Selby District  16.5% Residents have long term health problem(s) and/or a disability confident 13,678 people have long term health problems and/or a disability
Pregnancy and Maternity	Our workforce rate of maternities is slightly lower than that of Selby District.	In 2018... 1 person took paternity leave  5 maternities (April 2019 data) 59.5 maternities per 1,000 female employees (aged 17-45) Selby Council	In 2016... 66.1 maternities per 1,000 female Selby residents (aged 17-45)  974 maternities Selby District

A Picture of Diversity

31 March 2019

		Understanding our data	How do we compare?
Marriage & Civil Partnership	Our profile for marriage and civil partnership is very similar to the Selby District.	 <p>58%</p> <p>Married/civil partnership</p> <p>(April 2019 data)</p>  <p>Selby Council</p>	 <p>55.5%</p> <p>Married/civil partnership</p> <p>(2011 census)</p>  <p>Selby District</p>

Sexual orientation data is not currently measured by Selby District Council. It was also not measured by the Office for National Statistics in the 2011 census. Therefore, there is no sexual orientation data available for Selby District. LGBT charity Stonewall predicts that 5-7% of the population are LGBT. Based on this it can be estimated that 4,395-6,153 of the district population are LGBT.

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Workforce Metrics Report 2018/19





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1. Introduction

The 2018/19 annual Workforce Metrics Report is based on data on 31 March 2019 and includes information and analysis about the people who we employ. Workforce data is collected and stored using the Council's HR systems.

The purpose of this report is to provide a comprehensive profile of our workforce at 31 March 2019, including those who left during the 2018/19 financial year.

Our workforce is increasingly diverse and complex, reflecting the range and type of services which we deliver. Our workforce has undergone significant transformation following the Council-wide review and restructure – completed in April 2017 – which bucked the national trend and introduced new teams and new jobs – showing we are investing in our district, whilst many others have been forced to make cuts to staff numbers. However, as a council, we still need to make further savings and increase our income; at a time when community demand for services is increasing. The revised structure continues to ensure that we are best placed to achieve this by having the right people in the right places to make this possible.

Meaningful workforce data helps us to plan and develop our workforce to be capable of delivering future services in a more efficient and effective way. Supporting effective business planning, the data ensures that we have a workforce capable of delivering the services we need.

We promote equality of equal opportunity across the Equality Act 2010 protected characteristics; disability, gender, race, religion or belief, age, sexual orientation, marital or civil partnership status, pregnancy and maternity and gender reassignment. This report also provides data to help understand the effectiveness of our policies in promoting equality and by analysing the data we can better understand how effective our policies have been in enabling us to plan future actions.

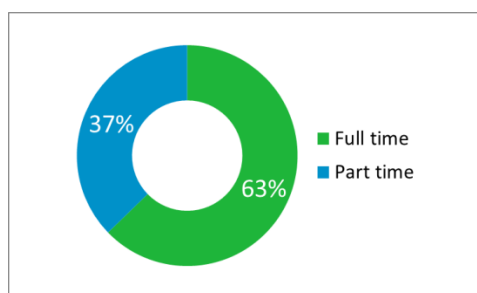
2. Council figures - as at 31 March 2019

This section will detail some of the headline statistics about our workforce - we will then cover in more detail some of the individual characteristics. For more complete comparisons on how our employees compare with the district across the Equality Act 2010 protected characteristics our “Picture of Diversity” can be viewed (to be updated once approved) [here](#).

Employee Headcount



Working Patterns



Male/Female



We employ over twice as many women as men.

Turnover



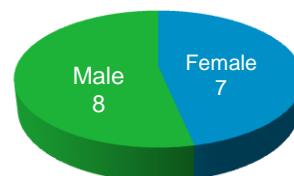
We have a turnover rate of **6.8%**.

Starters and Leavers

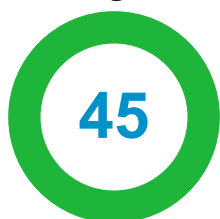


During 2018/19 we had **33 starters** and **18 leavers**.

Top 5% of Earners

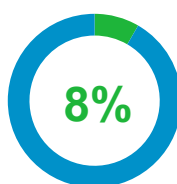


Age



Our average employee age is **44.6** years old.

Disability



8.4% of employees have declared themselves as having a disability.

Ethnicity

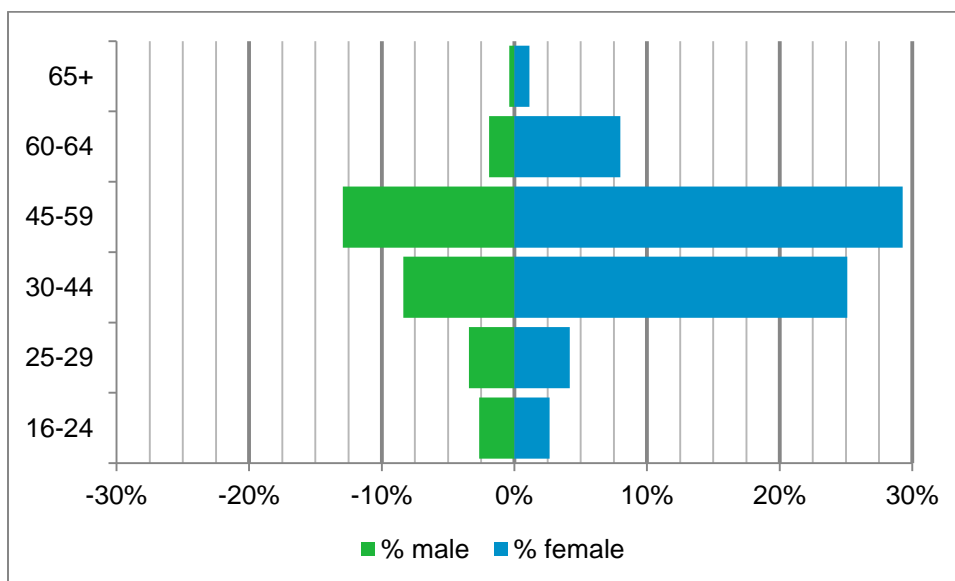


Age

The below table shows employee ages, by years, split into bands. These bands are the same as used by several other authorities and are compatible with Office for National Statistics population data. We can therefore benchmark against similar authorities and against population data with the aim of ensuring that our workforce is representative of the resident population of the district.

Age bands								
	16-24	25-29	30-44	45-59	60-64	65+	Median Average Age	Mean Average Age
Count	14	20	88	111	26	4	46	44.64
(%)	5.3	7.6	33.5	42.2	9.9	1.5	n/a	n/a

Staff Age Pyramid Chart



- The mean average age of our employees has increased slightly from 43.75 years old in 2017/18 to 44.64 in 2018/19.
- The 45-59 age band has the most employees within it. This trend is shared by both male and female employees.
- The majority of employees (75.7%) are aged between 30 and 59, which indicates that the council's short to medium term business continuity will not be affected.

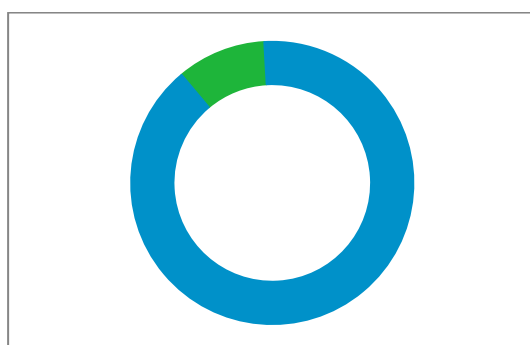
- However, with only 12.9% of employees aged under 30, the need to target young people in recruitment remains, to ensure business continuity over the long term as the current workforce ages.
- Our median age is 46, whilst the district's median age is 44.5. This again, demonstrates that we are representative of the resident population.
- Since last year, there has been a decrease in the 25-29 age group of 6 employees, representing 2.3% of total.

Gender

The table below shows the count and percentages of our employees who are female or male.

Gender		
	Female	Male
Count	185	78
(%)	70.3	29.7

- Our gender pay gap is a 'mean' hourly rate of pay difference of 11.1% and a 'median' hourly rate of pay difference of 9.24%. The gender pay gap is reported in full on our website at: <http://www.selby.gov.uk/gender-pay-gap-reporting>
- As previously, a disproportionate amount of part-time workers are female (89.8%) compared with males (10.2%). This is typical both of local government more widely, and of our district.



89.8% of
our part-time
workers are
female.

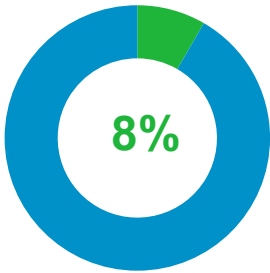
- We employ over twice as many females (185) as males (78). This may be due, in part, to our flexible working through 'family friendly' and 'work/life balance' policies. Historically, these policies have mostly affected female staff with families.
- Whilst our workforce has grown, the percentage of women in the workforce has not changed a statistically significant amount from 2017/18 (69.3%) to 2018/19 (70.3%). This position remains unrepresentative of the district, which is made up of 51% females and 49% males.

Disability

The table below shows the count and percentage of employees who have declared themselves as having a disability.

Disability		
	Yes	No
Count	22	241
(%)	8.4	91.6

- We have 22 employees (8.4%) who have declared themselves as having a disability.



8.4% of employees have declared themselves as having a disability.

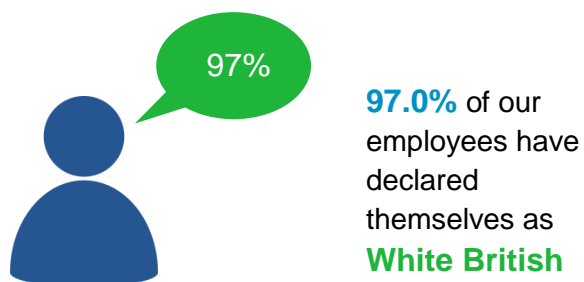
- As previously, the majority of our employees who have declared a disability have been working for us for over 5 years. This would indicate that, despite the relatively low numbers of employees who have declared a disability, we are an inclusive employer who continues to support our employees. Furthermore, the direction of travel is positive, as detailed below.
- This is an area where we are disproportionate from our residents – 16% of residents responded to the census 2011 stated that they had a long term health problem or disability.
- Nevertheless, the direction of travel is positive, with 9 more members of staff who have declared themselves as having a disability. This sees an increase to 8.4% from 4.9% of employees in 2017/18.

Ethnicity

The table below shows the count and percentage of employees by ethnicity.

Ethnicity			
	White British	BAME	Not Stated
Count	255	6	2
(%)	97.0%	2.3%	0.7%

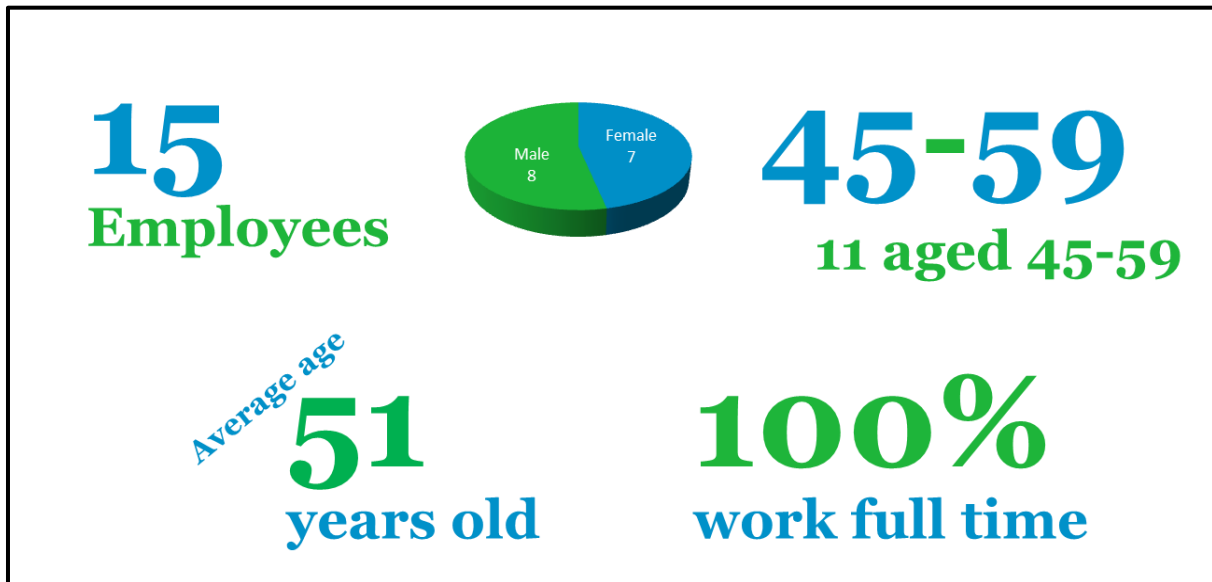
- From the data available we have slightly more employees who have declared themselves as White British (97.0%) than the 95.5% of residents who declared themselves White British in the 2011 census.



- Our workforce may be slightly less diverse than the resident population of the district. 2.3% of employees stated they are from a BAME group, whereas 4.3% of residents responded to the census stating they are from a BAME background.
- 0.8% of employees have chosen not to state their ethnicity.
- There is a small decrease in the BAME percentage of the workforce, from 3% in 2017/18 to 2.3% in 2018/19. Of 18 leavers, one had stated their ethnicity as BAME.

3. Top 5% of earners

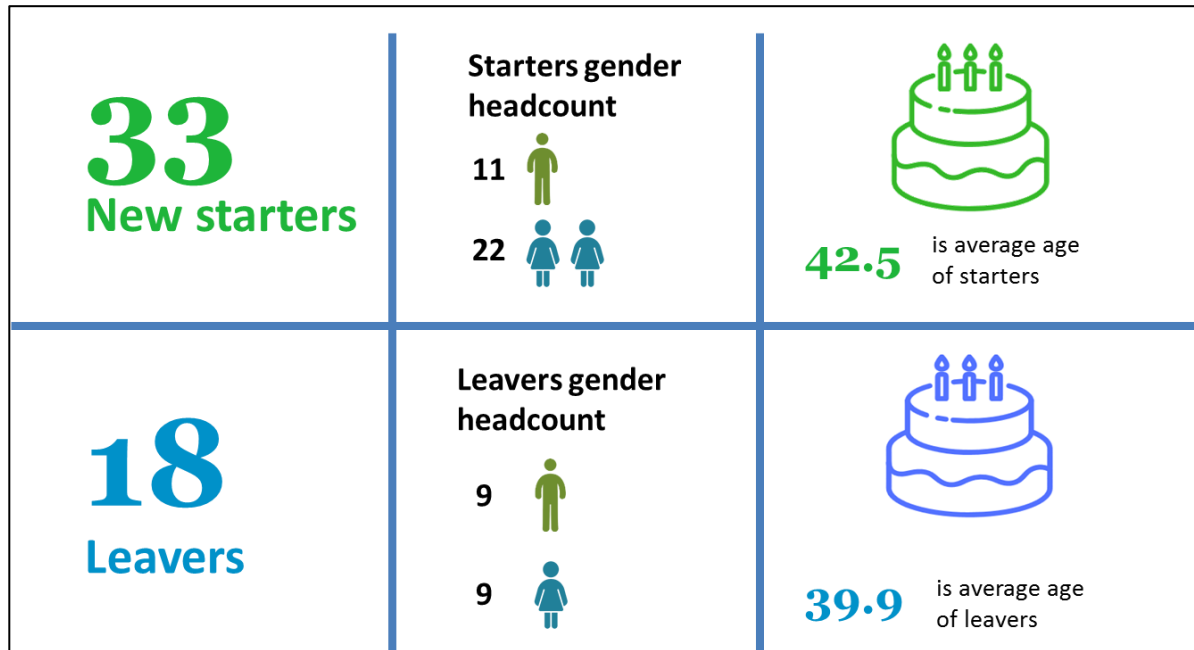
We have assessed the top 5% of our earners. This will enable us to see how representative they are of the rest of the workforce and the district. This data can also be used to compare to similar local authorities.



- All of our top earners have declared themselves to be White British – 97% of employees did the same.
- Our top earners are split 8 to 7 males and females – this is as close to 50/50 as possible given an odd number, but not representative of the workforce as a whole as we employ over twice as many females as males.
- One of our top earners declared themselves as having a disability – a similar proportion of this group to the 22 employees who declared themselves as having a disability.
- The mean average age is 51 years old – 6 years older than the employee average – but this is to be expected given the experience and seniority which comes with the roles.

4. Starters/Leavers

By looking at our new starters' and leavers' data we are able to assess whether the direction of travel for representative make-up of the authority is improving, getting worse or staying the same.



Metric		New Starters		Leavers		Net change
		Count	%	Count	%	
No. of employees	Headcount	33	n/a	18	n/a	+15
	WTE	27.36	n/a	16	n/a	+11.36
Gender	Male	11	33.3	9	50	+2
	Female	22	66.7	9	50	+13
Working Pattern	Full time	21	63.6	14	77.8	+7
	Part time	12	36.4	4	22.2	+8
Age	Average Age (mean)	42.5	n/a	39.9	n/a	+2.6
Disability	Declared a disability	4	12.1	0	0	+4
	Not declared a disability	29	87.9	18	100	+11
Ethnicity	White British	31	93.9	17	94.4	+14
	BAME	2	6.1	1	5.6	+1

Metric		2017/18		2018/19		Direction of travel
		Count	%	Count	%	
Turnover	Resignation	16	6	17	6.4	↑
	Retirement	1	0.4	1	0.4	-
	Voluntary redundancy	0	0	0	0	-
	Total	17	6.4	18	6.8	↑



We have a turnover rate of **6.8**

- The average age of a new starter is 42.5 years old. This is younger than the current average employee age, ensuring that our average age is not getting too old to be representative.
- The male/female split of new starters is 66.7% female and 33.3% male. This means that recruitment of females continues to exceed recruitment of males. Whilst this is the case, it should be noted that vacancies have not been targeted to any gender in particular.
- Four new starters (12.1%) declared themselves as having a disability, supporting the positive direction of travel towards making us more representative of the District.
- We have recruited 2 (6.1%) new starters from a BAME background and the remaining 31 (93.9%) have all been White British, an increase on previous years. As the resident population are 95.5% White British, this figure is broadly representative.
- As conditions settle following the restructure, the amount of new starters as a percentage has fallen from 21.7% in 2017/18 to 12.5% this year.
- 17 leavers were due to resignation and one was due to retirement. The age profile of leavers broadly matches the age profile of employees overall.
- A higher proportion of males are leaving (50%) compared to the amount that are being recruited (33%). If this trend continues the male/female split will continue to widen.
- 1 leaver was from the top 5%, none declared themselves as having a disability, and 1 leaver was from a BAME background.
- Our overall turnover is 6.8%, slightly up from a rate of 6.4% in the previous year.

5. Review

This report will be reviewed annually; this will allow us to monitor trends over time which can influence ongoing business planning.

6. Definitions

Topic	Definitions
BAME	BAME (Black, Asian and Minority Ethnic) includes the following census categories: Asian or Asian British (Bangladeshi, Indian, Pakistani, any other Asian background), Black or Black British (African, Caribbean background, any other Mixed background), White (Irish, any other White background)
Disability	Those employees who have declared a disability where the definition is the Equality Act 2010 definition.
Direction of travel	This is the direction in which a metric is increasing, decreasing or remaining the same. This will be based on percentages where available and appropriate; in the absence of a percentage the count will be used
Headcount	Number of employees Where an employee holds 2 or more positions they have been counted for each position they hold.
Leavers	This includes voluntary leavers only e.g. those who have resigned or retired.
Net change	The difference between two counts
Timeframe	As at 31 March 2019
Turnover	The ratio of total employees that leave during that time period ($\frac{\text{\# employees who left}}{\text{\# average total employees over period}} \times 100$)
White British	Includes the White British census category only
Who's included?	Permanent employees Temporary employees
Who's not included?	Agency staff Elections (polling station and counting) staff
WTE	Whole Time Equivalent 1.0 WTE = 37 hours per week

Appendix A – Data Tables

All employees

Metric		17/18		18/19		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	267	n/a	263	n/a	↓
	WTE	222	n/a	223	n/a	↑
	Starters	58	21.7	31	11.8	↓
	Leavers	17	6.4	18	6.8	↑
Gender	Male	82	30.7	78	29.7	↓
	Female	185	69.3	185	70.3	↑
Working pattern	Full time	173	64.8	165	62.7	↓
	Part time	86	32.2	92	35.0	↑
	Casual	8	3	0	0	↓
Age	Average Age (mean)	43.75	n/a	44.6	n/a	↑
	Average Age (median)	45	n/a	46	n/a	↑
	16-24	15	5.6	14	5.3	↓
	25-29	26	9.7	20	7.6	↓
	30-44	91	34.1	88	33.5	↓
	45-59	106	39.7	111	42.2	↑
	60-64	24	9	26	9.9	↑
	65+	5	1.9	4	1.5	↓
Disability	Declared a disability	13	4.9	22	8.4	↑
	Not declared a disability	253	94.8	241	91.6	↓
	Disability status not known	1	0.4	0	0	↓
Ethnicity	White British	252	94.4	255	97.0	↑
	BAME	8	3	6	2.3	↓
	Not stated	2	0.7	2	0.8	↑
	Not known	5	1.9	0	n/a	↓

Top 5% of earners

Metric		17/18		18/19	
		Count	%	Count	%
No. of employees	Headcount	16	6	15	5.8
	WTE	16	7.2	15	6.8
	Starters	5	1.9	1	0.4
	Leavers	1	0.4	1	0.4
Gender	Male	8	2.7	8	3.1
	Female	8	2.7	7	2.7
Working pattern	Full time	16	6	15	5.8
	Part time	0	0	0	0
	Casual	0	0	0	0
Age	Average Age (mean)	50.2	n/a	50.87	n/a
	Average Age (median)	49.5	n/a	52	n/a
	16-24	0	0	0	0
	25-29	0	0	0	0
	30-44	4	1.5	3	1.1
	45-59	11	4.1	11	4.3
	60-64	1	0.4	1	0.4
	65+	0	0	0	0
Disability	Declared a disability	0	0	1	0.4
	Not declared a disability	16	6	14	5.4
	Disability status not known	0	0	0	0
Ethnicity	White British	16	6	15	5.8
	BAME	0	0	0	0
	Not stated	0	0	0	0
	Not known	0	0	0	0

Starters

Metric		17/18		18/19		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	58	n/a	33	n/a	↓
	WTE	51.2	n/a	27.36	n/a	↓
Gender	Male	19	32.8	11	33.3	↑
	Female	39	67.2	22	66.7	↓
Working pattern	Full time	44	75.9	21	63.6	↓
	Part time	13	22.4	12	36.4	↑
	Casual	1	1.7	0	0	↓
Age	Average Age (mean)	37.8	n/a	42.5	n/a	↑
	Average Age (median)	36	n/a	48	n/a	↑
	16-24	10	17.2	6	18.2	↑
	25-29	11	19.0	1	3.0	↓
	30-44	19	32.8	10	30.3	↓
	45-59	15	25.9	13	39.4	↑
	60-64	3	5.2	3	9.1	↑
	65+	0	0	0	0	-
Disability	Declared a disability	1	1.7	4	12.1	↑
	Not declared a disability	57	98.3	29	87.9	↓
	Disability status not known	0	0	0	0	-
Ethnicity	White British	56	96.6	31	93.9	↓
	BAME	2	3.4	2	6.1	↑
	Not stated	0	0	0	0	-
	Not known	0	0	0	0	-

Leavers

Metric		17/18		18/19		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	17	n/a	18	n/a	↑
	WTE	15.3	n/a	16	n/a	↑
Gender	Male	7	41.2	9	50	↑
	Female	10	58.8	9	50	↓
Working pattern	Full time	14	82.4	14	77.8	↓
	Part time	3	17.6	4	22.2	↑
	Casual	0	0	0	0	-
Age	Average Age (mean)	38.11	n/a	39.9	n/a	↑
	Average Age (median)	33	n/a	41	n/a	↑
	16-24	0	0	2	11.1	↑
	25-29	3	17.6	3	16.7	↓
	30-44	10	58.8	5	27.8	↓
	45-59	3	17.6	6	33.3	↑
	60-64	0	0	0	0	-
	65+	1	5.9	2	11.1	↑
Disability	Declared a disability	1	5.9	0	0	↓
	Not declared a disability	16	94.1	18	100	↑
	Disability status not known	0	0	0	0	-
Ethnicity	White British	16	94.1	17	94.4	↑
	BAME	1	5.9	1	5.6	↓
	Not stated	0	0	0	0	-
	Not known	0	0	0	0	-
Turnover	Resignation	16	94.1	17	94.4	↑
	Retirement	1	5.9	1	5.6	↓
	Voluntary redundancy	0	0	0	0	-

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Report Reference Number: E/19/19

To:	Executive
Date:	3 October 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

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... to live	improved housing supply
	better quality council homes
	improved town centres
a great place... to enjoy	improved environmental quality
	safe neighbourhoods
	more sustainable transport
a great place... to grow	more investment
	more well paid jobs
	higher skills levels
a great place... with a council delivering great value	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:

Date	Activity
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:
Stuart Robinson, Head of Business Development & Improvement

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.

Objective	Measure of success – by 2030 there will be:
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.

Objective	Measure of success – by 2030 there will be:
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.

Objective	Measure of success – by 2030 there will be:
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

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.

Objective	Measure of success – by 2030 there will be:
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 (Amey) 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

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