

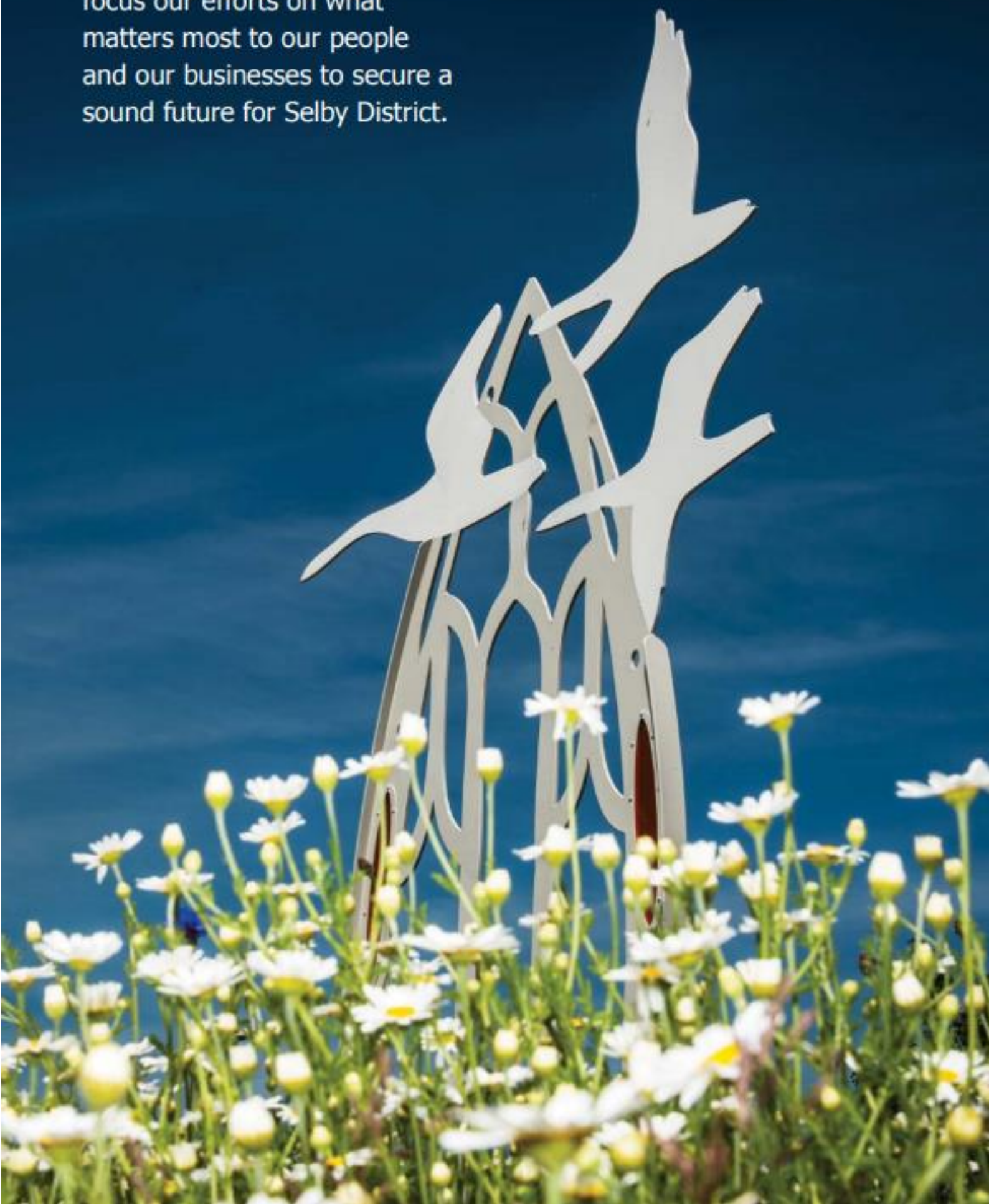
Making Selby District a great place...

Selby District Corporate Plan

2015-20: 2018 Update



Our Corporate Plan helps us focus our efforts on what matters most to our people and our businesses to secure a sound future for Selby District.



Introduction

It's exciting times for Selby District, at the heart of Yorkshire. We're seeing significant business investment and great quality homes, opening up new opportunities for people living and working in our area.

As a Council we've been encouraging, supporting and facilitating this growth, using our resources to help deliver on the things we know are most important to our communities.

We set out our long-term plans in 2015 to make the Selby District a great place **to do business**, a great place **to enjoy life** and a great place **to make a difference**, supported by our council **delivering great value**. In just three years we've transformed the way in which we do business to deliver on these ambitions. This type of transformational change cannot happen overnight, of course, but we believe we've made significant progress on our journey.

That's also the conclusion of a recent Local Government Association 'peer challenge', in which we invited colleagues from councils across the country to look at what we're doing and how we're doing it. Their conclusions demonstrate the great strides we've made and the positive impact this continues to have for our district.

Unlike many councils across the country, we're investing: investing in the things that will make the biggest long-term difference to our area. This means investing in how we support business growth, investing in our planning service to achieve our ambition of making it one of the best in the country, investing in building our own and Selby District Housing Trust new affordable homes as well as supporting private developments where homes are needed and investing in supporting our towns to reach their full potential.

But it's equally as important not to lose sight of the everyday support we give our communities. We're delivering core public services day in, day out to people who need them. And we've been making great strides in these services too, such as benefit claims online, new houses being built, empty homes programme, our campaigns resulting in a reduction in litter, increased visits to leisure centres and street cleanliness.

This is about us delivering great value for our taxpayers each and every day. Since 2015 we've been delivering these services more effectively and efficiently. We've achieved long-term savings of £5m since 2010/11.

We cannot do this alone, however, and our approach to delivering our long-term plans is one of partnership and cooperation. Working alongside our Local Enterprise Partnerships to deliver growth, working alongside our County Council colleagues – through our Better Together partnership – to improve everyday services and deliver better value for money, working with our communities to deliver lasting change on the things that matter most.

Whilst we must be flexible in our approach, we continue to focus on the big ambitions we set out in 2015 to make our district **a great place** to be.

Leader of Selby District Council
Cllr Mark Crane



Chief Executive of Selby District Council
Janet Waggott



Why are we updating our plan for 2018-20?

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

Throughout everything we do we refer back to these ambitions, as everything we do should support us to make Selby District a great place to do business, a great place to enjoy life and a great place to make a difference, supported by the Council delivering great value.

We need some flexibility in how we achieve this of course. The world in 2015 is very different from the world in 2018. We'll continue to adapt to changing circumstances and opportunities. Having in place some solid core ambitions for our area enables us to focus on what matters and deliver our vision.

Our recent Local Government Association peer challenge recommended that we revisit our Corporate Plan each year to ensure it's still right for us. This is what we're doing with this version. The over-arching ambitions remain exactly the same: the way in which we reach these ambitions will have evolved to reflect the changing environment in which we operate.

It's also about making the most of new opportunities as they arise. For example, supporting emerging business developments and maximising the value of new funding opportunities. To do this we must be flexible and agile.

This plan takes us to 2020, at which point we will carry out a more fundamental review of our ambitions and how we – Selby District Council – can deliver these through our own work and by working with partners.



A reminder of our priorities up to 2020

We continue to work to four key ambitions for our community and for ourselves. Delivery of these ambitions will help us to achieve our vision *to make Selby District a great place*.

To make Selby District a great place to do business

- Secure new investment in the district
- Improve employment opportunities
- Work with education providers to support training and to provide appropriate skills for work
- Work with people and businesses to help our market towns reach their potential

To make Selby District a great place to enjoy life

- Improve the supply of housing
- Improve healthy life choices

To make Selby District a great place to make a difference

- Empower and involve people in decisions about their area and their service
- Enable people to get involved, volunteer and contribute to delivering services locally
- Facilitate people to use online channels to access services

Selby District Council delivering great value

- Work with others and co-develop the way in which services are delivered
- Commission those best placed to deliver services on our behalf
- Communicate well with customers to help us understand what matters, to listen and learn
- Help people to access services digitally

We've been reporting progress on all these ambitions in our annual reports and through our residents' newspaper, Citizenlink. Copies can be found on our website – www.selby.gov.uk



A new team

One of the big changes at Selby District Council since the original plan was agreed is the team of senior councillors and officers who are leading the delivery of our priorities.

The Council's **Executive** is responsible for agreeing most council policies, working within the broad policy framework set by Full Council. The Council Leader is Councillor Mark Crane. Councillor Crane leads the Executive which comprises:

Cllr Mark Crane

Leader of the Council & Executive member with responsibility for external relations and partnerships



Cllr John Mackman

Deputy Leader of the Council & Executive member with responsibility for place shaping

Cllr Cliff Lunn

Executive member with responsibility for finance, resources and partnerships



Cllr Chris Metcalfe

Executive member with responsibility for communities and economic development

Cllr Chris Pearson

Executive member with responsibility for housing, leisure, health and culture



Council officers implement policy and are responsible for the running of day-to-day services. The biggest change has been the creation of a new Leadership Team of senior officers – including a new Chief Executive, Janet Waggott. Janet leads a team comprising:



Janet Waggott Chief Executive, Selby District Council & Assistant Chief Executive, North Yorkshire County Council

Julie Slatter Director of Corporate Services and Commissioning



Dave Caulfield Director of Economic Regeneration and Place



Karen Iveson
Chief Finance Officer, Selby District Council & Assistant Director Strategic Resources, North Yorkshire County Council



Gill Marshall
Solicitor to the Council, Monitoring Officer & Deputy Returning Officer



Our plan for 2018-20: To make Selby District a great place to do business

We will achieve this by

- Increasing the levels of investment in the district
- Facilitating the creation of more and higher paid jobs
- Creating the conditions for the current and future workforce to achieve higher levels of skills and qualifications
- Making our market towns more attractive places to live, work and visit

Just some of the things we have achieved since 2015

- Substantial investment in manufacturing announced by Legal & General and Celotex for sites at Sherburn in Elmet and Eggborough, leading to at least 530 direct and indirect jobs.
- Helped to develop proposals for major new investment at the former Kellingley Colliery site, (which could bring up to 3,000 new jobs to the district).
- Negotiated a major Employer Training Agreement as part of the planning application to redevelop Kellingley Colliery, which will provide significant opportunities for local people
- Launched our Economic Development Framework at the very first Selby District Economic Growth Conference with over 120 business people from across Yorkshire attending.
- Continued to support traineeships and apprenticeships, with four graduate trainees and three apprentices since 2015 along with procurement framework contracts which will see local apprentices given the opportunity to work on new Council Housing schemes.
- Helping to develop plans to build on the success of the Yorkshire Studios at Church Fenton (recently home to a major ITV production) to make it a hub for film-making and creative industries (Create Yorkshire) which offers the potential to deliver 2,000 jobs in a new, growing and high-value sector for Selby District.
- Supported the recovery of Tadcaster following the 2015 flood – including support to businesses, the Tour de Yorkshire start and re-opening of Tadcaster bridge.
- Set up a new partnership with Historic England to support sustainable development in our market towns, helping to protect and enhance the character of these towns.
- Introduced a new Car Park Strategy, which will see £900k spent in car park improvements across the district to support the vitality and viability of our town centres.



We will focus on the following things in the next **two years**:

- We will progress the key priorities identified in our Economic Development Framework and Action Plan to support our economic growth ambitions including:
 - Making the case for the necessary physical infrastructure, road, rail and public transport investment required to unlock economic growth
 - Attract new business investments to create employment opportunities in priority growth sectors through our Inward Investment work
 - Engage with indigenous business through our SME Advisory Service to provide support and resilience
 - Align housing requirements to economic ambitions to create sustainable communities
 - Increase apprenticeships and vocational training opportunities to meet current and future workforce development needs
 - Identify and seek to address existing health and transport barriers to learning and employment
- We will work proactively with key landowners and developers to unlock the significant potential of our key transformational development sites, including
 - Sherburn 2 – a significant expansion of Sherburn Enterprise Park to deliver major new employment opportunities
 - Kellingley Colliery – a major new business park with outstanding rail-connectivity
 - Olympia Park – create a major mixed use housing and employment neighbourhood for Selby
 - Gascoigne Railfreight Interchange – potential for a major new rail-based manufacturing and logistics hub of regional significance
 - Church Fenton – potential for major film production and creative industries hub for the region
- We will develop a long term programme of market town regeneration to help them reach their true potential including:
 - Public realm improvements
 - Support for shopfront improvements
 - Work with Historic England, the Heritage Lottery Fund and Arts Council England to unlock more investment and funding in our historic centres
 - Support Selby Abbey with its Heritage Lottery Fund bid and to jointly develop a programme of celebrations marking the 950th Anniversary of the Abbey and its key role in the foundation and future of Selby Town
- We will work with our key businesses through a proactive Key Account Management approach to support their growth ambitions and unlock barriers to growth e.g. Drax, Legal and General Homes, Sain Gobain
- We will boost visitor, leisure and night-time economy by implementing the Selby District Visitor Economy Strategy and Action Plan



Our plan for 2018-20: To make Selby District a great place **to enjoy life**

We will achieve this by

- Having a local plan in place which will deliver more houses in the district – including affordable homes
- Creating the conditions for our residents to be healthier – for example there will be fewer smokers, more active residents taking exercise and a reduction in the number of obese children

Just some of the things we have achieved since 2015

- Built the first new council homes in the district for 25 years at Byram followed by further development of Council properties at Eggborough.
- Worked with Selby District Housing Trust to develop a site at Riccall. This follows the successful completion of award-winning homes at Tadcaster during the previous year.
- Successfully secured nearly £9 million of central government money to unlock development of Olympia Park for over 1000 homes and significant new business space
- Developed a Selby District Action Plan for the North Yorkshire Empty Homes Strategy which has already delivered 13 (as at Q3 2017-18) empty homes being re-occupied
- Opened the brand new £5.7m Summit Indoor Adventure in May 2016
- Supported a number of high profile sporting and other events in the district, including the Tour de Yorkshire, the Selby and Tadcaster sportive rides and a half marathon, Selby Arts Festival, Sherburn Food and Craft Festival and the new Selby Park Run
- Hosted the Selby Health Matters Conference held in partnership with North Yorkshire County Council Public Health colleagues attended by over 60 different partners and leading to the drafting of a new Selby District Health Action Plan.



We will focus on the following things in the next **two years**:

- We will take the new Site Allocations Local Plan through public examination to adoption by the end of 2019.
- We will deliver the new Housing Development Programme so that, by 2020 we will have delivered over 200 new affordable homes through council direct builds and in partnership with the Selby District Housing Trust
- We will work proactively with key landlords to unlock delivery of new housing development on key sites including :
 - Olympia Park
 - The former Rigid Paper site, and key sites in the Council's ownership such as Portholme Road
- We will deliver the Empty Homes Programme so that by 2020 we aim to have brought twenty more empty homes back into use for residents to live in.



Our plan for 2018-20: To make Selby District a great place **to make a difference**

We will achieve this by

- Increasing the numbers of residents and other stakeholders that we talk to about the things we are planning to do
- Involving more local residents in the delivery of services locally
- More local residents will be able to be online and confidently access online services

Just some of the things we have achieved since 2015

- Worked with Selby College Students' Union to create a new Youth Wellbeing fund to help students dealing with financial or emotional issues.
- Worked closely with residents of Staynor Hall on the need for and design of a new community centre on the estate.
- Delivered a successful Neighbourhood Plan referendum for Appleton Roebuck and Acaster Selby - resulting in the adoption of the first Neighbourhood Plan in the district.
- Worked with the County Council and others to develop new management teams - led by members of the community – to take over and Sherburn and Tadcaster libraries.
- Developed and launched a year-long 'Don't be a Waster' project to tackle key environmental issues we know are important to our residents.
- Supported the Digital Neighbour scheme which helped to give 'hard to reach' people support and access to online services.
- Supported the introduction of Community Hubs – run by local trusts - delivering local services support at Tadcaster and Sherburn.



We will focus on the following things in the next **two years**:

- We will work with customers to get a better understanding of what our customers want and need to improve the quality of the customer experience.
- We will update our community engagement model – including how we work with Community Engagement Forums – and develop data analysis and engagement to improve our understanding of community aspirations and needs to help us support communities to become more resilient and self-sufficient.



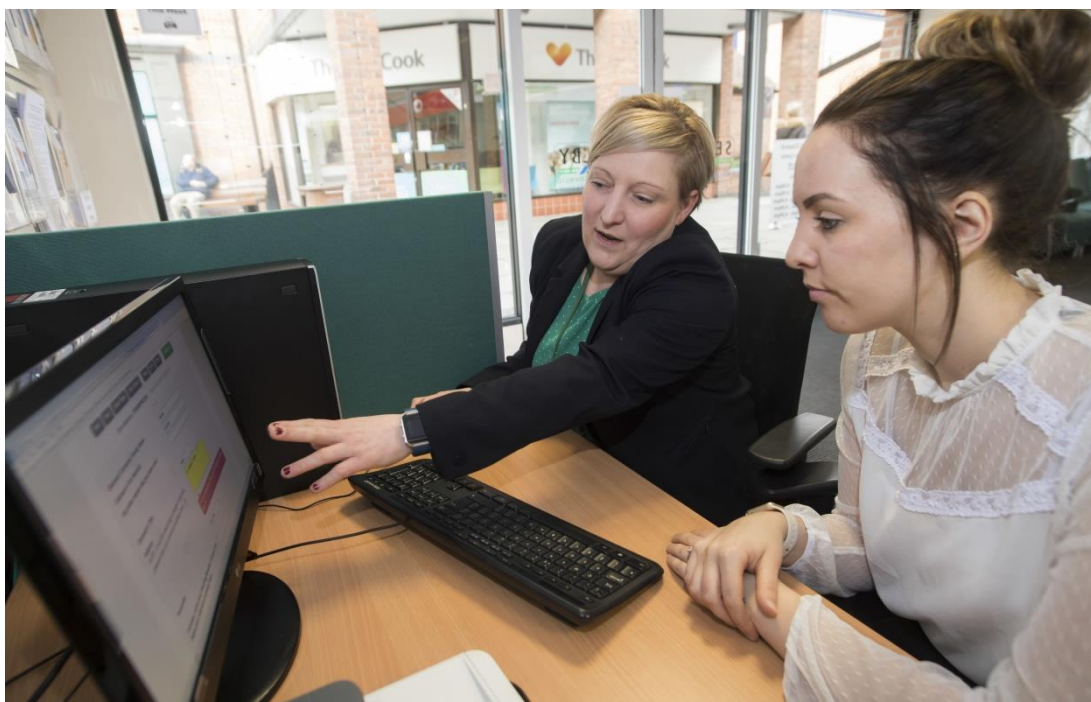
Our plan for 2018-20: To make Selby District a great place **by delivering great value**

We will achieve this by

- More services developed and delivered in partnership with others
- Services commissioned from others where it offers better value for money
- More effective communication with customers that help us to understand what matters and to listen and learn
- Increased income generated and a greater proportion of debt owed to us collected
- Delivering more services online

Just some of the things we have achieved since 2015 include:

- Developed a 'Better Together' partnership with North Yorkshire County Council to integrate some of our work to deliver savings and a better customer experience. To date, North Yorkshire County Council delivers a range of services on our behalf including: Finance, Legal, ICT and Emergency Planning – supporting savings and creating greater service resilience.
- Developed proposals to share our civic centre office with North Yorkshire Police in a move that will make best use of a public sector asset – work continues to make this possible.
- Launched a Selby Repairs and Maintenance Group – empowering tenants to help shape the Property Services team and how we deliver services by integrating them into the decision making process.
- Extended our environmental services contract with Amey Plc for a further seven years from 1 April 2017, helping us to deliver high quality services at value for money.
- Launched a new website – resulting in a 30% increase in website traffic and supporting a wider range of online activity such as the ability to pay for services online.
- Developed online forms for a range of Benefits & Taxation transactions along with a self-service benefits calculation tool.
- Launched our community messaging service and increased social media engagement levels increase by one third – on the back of award winning communications campaigns.
- Provided tablets and other touchscreen computers available for public use – for example in Community Hubs and the Contact Centre – along with other facilities such as self-scanning.



We will focus on the following things in the next **two years**:

- We will develop and implement a strategic approach to assets to ensure they enable our transformation goals and support the delivery of Council priorities. This will provide a framework to ensure our property assets are used for at least one of the following: support operational/service needs; act as an investment for financial return; enable regeneration/development; and/or as a community good (i.e. heritage assets).
- We will implement the delivery plan for our Digital Strategy 2020 – resulting in more robust ICT; more services delivered online; and a more flexible, technology enabled workforce.
- We will develop and implement the Council’s Organisational Development Strategy – including improvements to learning and development, strengthening internal communications and further improving performance management.
- We will deliver our Commissioning Framework and Sourcing Strategy, ensuring our commissioning priorities are aligned to delivering the Corporate Plan and options for service delivery, such as those around waste collection, deliver the best value for Selby District residents.
- We will review our ‘Better Together’ collaborations with North Yorkshire County Council and consider options for future joint working – ensuring the chosen option continues to deliver benefits; especially for our customers and residents.
- We will deliver the savings plan as set out in the Council’s Medium Term Financial Strategy.



Resourcing our plan

We are a financially healthy council and have made good progress in addressing the financial challenges from public sector austerity. Since 2010 we have delivered over £5m savings and estimate that we will need to save a further £1.5m by 2020. Plans are in place or are developing to achieve these savings and reserves are available to mitigate the assessed risk within these plans.

For 2018/19, our **net revenue budget** after contributions to/from reserves is **£18.4m**

We have earmarked over **£10m** resources as a result of the windfall from renewable energy business rates to support the priorities in the Corporate Plan, through our **'Programme for Growth'**.

In addition, estimated **capital expenditure** for 2018/19 is **£10.3m** which will cover a range of investments in our assets such as council owned homes and car parks.

More information on our financial plans is available at: <http://www.selby.gov.uk/council-22-february-2018>

