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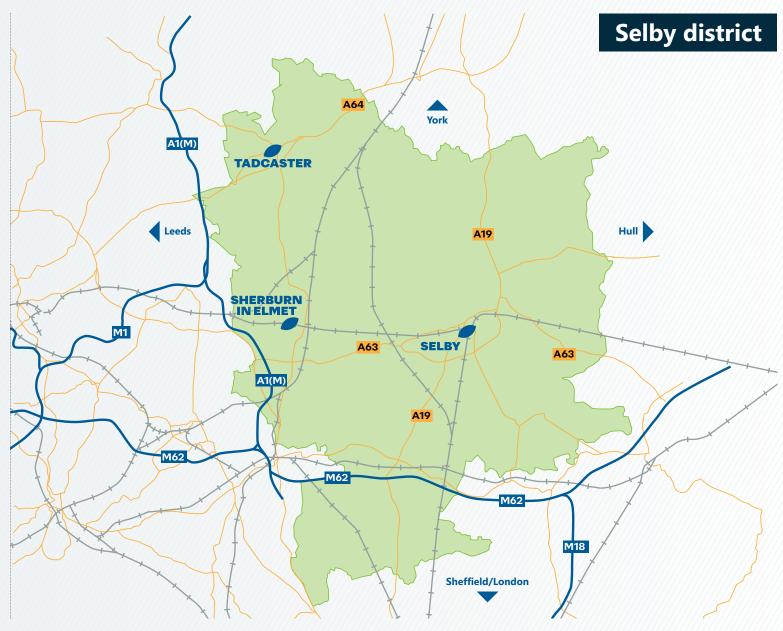
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Services we deliver



Waste and recycling services



Managing land and property, including bus stations, industrial units and car parks



Planning policy



Environmental health and enforcement



Leisure centres and community leisure services



Housing – repairs and maintenance of Council homes



Benefits and Council Tax support



Business support



Parks and public spaces



Housing support
– delivering new
affordable homes



Council Tax administration



Business regulation



Off street car parks



Planning applications



Delivering elections and electoral registration

19 wards

Political leadership

During 2018/19 this was the Council's political position.

31 councillors



1 Leader of Council



5 councillors as **Executive members**



2 regulatory committees



1 Chairman of Council (ceremonial post)



Full Council (all 31 councillors meeting together) - sets the overall budget and policies, including setting the type of decisions that can be made by the Council's Executive.

Executive (comprising 5 councillors) – makes decisions within the budget and policy framework set out by Full Council.

Policy Review Committee – contributes to development of new policies and reviews the effectiveness of existing policies.

Scrutiny Committee – looks at decisions made by the Executive and reviews the overall performance of the Council.

Audit and Governance Committee – monitors control procedures and risk management.

Planning Committee - decides on planning applications where these are not delegated to council officers.

Licensing Committee – decides on licensing applications, covering issues such as alcohol licenses and taxis.





Selby District Council

Councillor allowances Workforce 2018/19 2018/19

Leader of the Council	£10,934.99
Deputy Leader of the Council	£5,686.19
Executive Councillors	£5,248.80
Opposition Group Leader	£2,187.00
Scrutiny Chair	£3,280.49
Policy Review Chair	£3,280.49
Audit Committee Chair	£2,187.00
Planning Committee Chair	£4,373.99
Licensing Committee Chair	£3,280.49

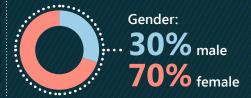
Political decisions are implemented by Council officers. The workforce is led by the Chief Executive, Janet Waggott.



















97% of employees declared themselves White British (slightly less than resident population)



£26,638 average annual wage of Council employee

A great place to do business

We've been achieving this by:

Increasing levels of investment in the district

Facilitating the creation of more and higher-paid jobs

Creating conditions for current and future workforce to achieve higher skills and qualifications

Making our market towns more attractive places to live, work and visit

In focus... Yorkshire Studios

"My dream is to become a film director. Visiting and working on the set of Victoria is a step closer to this dream", explained Jack Howard who is studying Creative Media Production at Selby College.

Jack is one of a number of students who've been able to do work experience at The Yorkshire Studios in Church Fenton. Most recently, this is where the ITV hit drama, Victoria, has been filmed. During 2018/19 Selby District Council worked closely with owners of the Church Fenton site to develop a proposal for a brand new 'creative industries hub', building on the success of the studios. Creative industries is a growing sector

in the UK economy and with the move of Channel 4 to nearby Leeds, the Selby district is well-placed to take advantage.

The Council's role has been to help shape the proposal for the development and we've offered rate relief to make sure that new investment at the site has the biggest benefit for the local area. It's designed to support well-paid and good quality jobs in creative industries, which also has a positive knock-on benefit for the rest of the local economy. It also has a direct benefit to young people in the area, giving them opportunities that others don't have access to, "We're incredibly lucky to have



the studios so close to the College", explained Jack. "Most colleges just offer theory for a course like mine, but I can gain really useful and enjoyably practical knowledge and experience".

A great place to do business

We were recognised by the business community as 'Council of the Year' in 2018, for our work to support business growth and jobs.





We've started to map out plans for the redevelopment of Selby station, to improve links into the town centre and proposed new housing and business development at Olympia Park. This has been supported by a recent announcement of new funding to improve accessibility at the station.





We devised and delivered Selby Business Week 2019, offering a range of practical support for our business community through a series of events.

We've created an economic

A great place to do business

Our work with the developers of Sherburn2 has helped to secure the first occupiers for this major new development site – Cromwell Polythene. The Sherburn2 site has the potential to support over 2,000 new jobs and is one of the Council's strategic development locations.







A great place to do business



We've invested in making improvements to Selby bus station, to make it more welcoming and safe. This is part of our long-term improvement work to support our town centres. We've been making improvements to our car parks in Selby, which supports our ambitions of helping local retailers and bringing more visitors into our town centres. During the year improvement work was completed at New Lane and Audus Street, with other works already in the pipeline.





Our work to raise the profile of the district as a business destination has received national recognition during the year and we worked with ITN Productions to create a film about our investment opportunities. Watch the film here.

A great place to enjoy life

We've been achieving this by:

Developing our Local Plan, which will deliver more homes in our area

Building new council homes and working with the Selby & District Housing Trust to develop new affordable homes

Creating conditions for you to be healthier, including more opportunities for leisure and exercise

In focus... New Council Homes

"This has been absolutely life changing for us as a family", explained Debra Thomas, who's just moved into one of Selby District Council's brand new family homes at Byram.

Debra has three children, one of whom is severely autistic. "We've been living in the village for nearly 20 years so to get a four-bedroom house in the local area was amazing", she explained. "It's especially important for our youngest son, James. Because of his autism, James really needs support when dealing with change. Moving to a new home so close by has meant that we've been able to remain really settled".

Debra's new home is one of 13 Council-owned family homes that were built during 2018/19. The development is part of a long-term £22m investment in new affordable homes across the area by the

Council. At Byram, the new family homes replace previously hard-to-let flats. "These new homes offer people in the area the type of properties they need", explained Council Leader, Cllr Mark Crane. "It's also a chance for us to invest in the community, to create better spaces and homes for local people."

Cllr Crane continued, "Investing in affordable homes is part of our commitment to making the Selby district a great place to enjoy life. We know we've got a really good quality of life here and it's important to ensure that the Council continues to support this and to support people's access to good quality homes."



A great place to enjoy life



Alongside building new council homes, we've also been working with the Selby & District Housing Trust to build new affordable properties. As part of this partnership, in autumn 2018 five families were able to move into brand new affordable homes at Riccall.



We've invested £1.5m in our council homes during the year to improve standards for our tenants to fund improvements such as upgrades to heating systems, damp protection works, footpaths and new boilers. During the year, we also agreed to double the money we're investing in our homes for 2019/20.





As part of the Selby 950 celebrations, in 2018/19 we agreed to invest in bringing the Tour de Yorkshire international cycle race back to Selby, with a significant amount of work to deliver this event (which took place in May 2019) during the year.

A great place to enjoy life

We want the legacy of Selby hosting cycling events to be long-term, which is why we updated the byelaws covering Selby Park during the year to enable people to use the space for cycling – there are plans to launch a bike hub in the park in 2019/20. We've also invested £20,000 to improve lighting in the park and there have been improvements to signage and important tree works.





In December we created a special Christmas film to promote our recycling services at the busiest time of year for the service. Social media posts sharing the film reached around 12,000 people. Watch the film here.





We invested £200,000 to refresh facilities and improve visitor numbers to Selby Leisure Centre and Summit Indoor Adventure. This included improving access between the two buildings, an extension of the children's party rooms, new meeting rooms and fitness rooms and an extension to the gym.

Our nationallyrecognised Don't be a Waster campaign has continued, with the launch of a partnership with businesses to offer re-usable plastic bottles, a re-usable nappy project, a new scheme to help prevent litter from lorry drivers using the Sheburn industrial park and work with schools to raise awareness of the problems of litter.

Great place to make a difference

We've been achieving this by:

Increasing the number of people and organisations we talk to about the things we're planning to do, so we get a better understanding of needs and aspirations.

Involving more people in the delivery of services

Giving people more opportunities to confidently access our online services

In focus... Selby Health Matters



"Taking tests like this can help us all to make any changes we need to make sure we can continue to be healthy", explained Cllr Chris Pearson who was one of many people who took advantage of free 'heart age' tests offered as part of the work of the Selby Health Matters partnership.

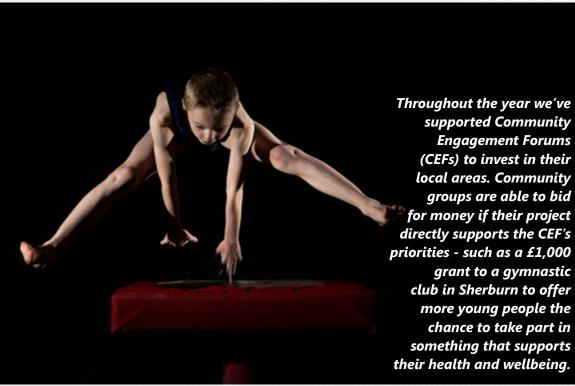
The Council is a key member of this group, which brings together local authorities and health and community providers. By working together, we can better focus on the key health priorities for the community we jointly serve. This supports our ambition to reduce health inequality in the district.

In September we were able to host a drop-in event at The Summit to give people a chance to take a 'heart age test' and have their blood pressure checked. The aim was to give people support and information about lifestyle choices that impact on heart health. "Heart disease is one of the biggest killers", explained Dr Nigel Wells who is a GP at a surgery in Selby, "This is a way of working together to focus on this priority".

Great place to make a difference

We've been investing in our car parks and asking the people who live and work in our area for their thoughts on what we're doing – we received over 250 direct responses to surveys about improvement work to Audus Street, Micklegate and Back Micklegate car parks and social media posts explaining our plans reached nearly 13,000 people.









We've been expanding tenant participation in decisions about our housing service. During the year we had 60 new tenants show an interest in taking a more active role and we introduced a brand new Repairs and Maintenance Panel, which focuses on how we manage reactive and planned work to council-owned homes.

Delivering great value

We've been achieving this by:

Developing and delivering more services in partnership with others Commissioning services from others where this offers better value for money

More effective communication with residents to help us better understand what matters most

Increasing the income we generate and collecting a greater proportion of the debt owed to us

Delivering more services online

In focus – Staff awards



"It's a real privilege to be part of the group that decides who wins a staff award each month", explained Rachel Bradshaw who works at the Council's customer contact centre. Rachel is one of a group of staff who each month review submissions for a staff award to recognise people who've done a fantastic job for the council and — importantly — the people we serve.

This helps us to celebrate our success and to motivate staff – celebrating good work is a way of encouraging and supporting everyone in the council to continually improve what we do and how we do it.

"It's staff themselves who use the awards to recognise the work of their colleagues – which is a great way of getting everyone involved and thinking about how we can continually do our best and improve things", continued Rachel. She helps to coordinate the awards which are then presented to staff at 'all staff' briefing sessions led by the chief executive or council leader.

Staff have been given awards for a wide range of reasons. Recently this has included to a member of staff who went above and beyond to help someone with very complex needs who'd come into our contact centre for support; another person for their work with the police to secure a special control order to tackle antisocial behaviour in Selby; and to someone else for the way in which they dealt with an abusive customer.

Delivering great value

We've been making progress during the year for the move of North Yorkshire Police into the civic centre building in Selby. This will help to save money for the police and deliver an income to the Council. We've also recently welcomed to the building a **County Council**owned property design company, which brings additional income.

> and more efficient way for people to submit information about benefit claims. This can now be done all online, which makes it easier for our customers and also more efficient for us to deal with.







We signed the governmentbacked Digital Declaration, which sets out key standards for delivering access to online services and keeping data safe – this will help to shape our work to provide more online services in the future.

We launched a new interactive map on our website during the year, which gives you information about a range of local services - including those run by other organisations - and local councillors.







In response to issues raised by our residents, we've been developing our enforcement function during the year. This covers lots of different aspects of our work including planning, environmental health and housing. It's included work on our first ever 'Closure Order' for a council home, to stop certain people from entering the property to help others living in the local area.

Our performance

We measure how well we're doing through a number of 'key performance indicators'. These enable us to test the impact and effectiveness of our work in our community. Here is how our performance looked at the end of 2018/19.

Delivering corporate priorities: KPIs year end 2018/9





Trend - Improving



Trend - Getting Worse



Trend - No Change



Data Only



OK - target met

Alert - target not met

Warning - target not met but within acceptable limit

KPI	Direction of Travel	2017/ 2018	2018/ 2019	Trend	Traffic Light	What does this mean?
Number of SMEs supported	Aim to Maximise	100	256	1	⊘	The success of Business Week in March contributed to this excellent performance.
Number of additional homes provided in the district	Aim to Maximise	524	639	1	⊘	Well above the 450 pa target (exceeded for the last three years) and helps us to sustain our 5YHLS.
Number of affordable homes provided in the district	Aim to Maximise	86	182	1	⊘	157 through section 106 agreements, 13 built by the Council and 11 by Selby District Housing Trust
Number of new Selby District Housing Trust units delivered	Aim to Maximise	0	11	•	⊘	We have built new homes in Riccall and taken ownership of new build properties in Ulleskelf this year.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	15	13	1	⊘	We have built new family homes in Byram this year.
Average time taken to re-let vacant Council homes (General Need & Sheltered combined)	Aim to Minimise	34.2	50.3	₽	0	290 properties re-let in 2018/19.

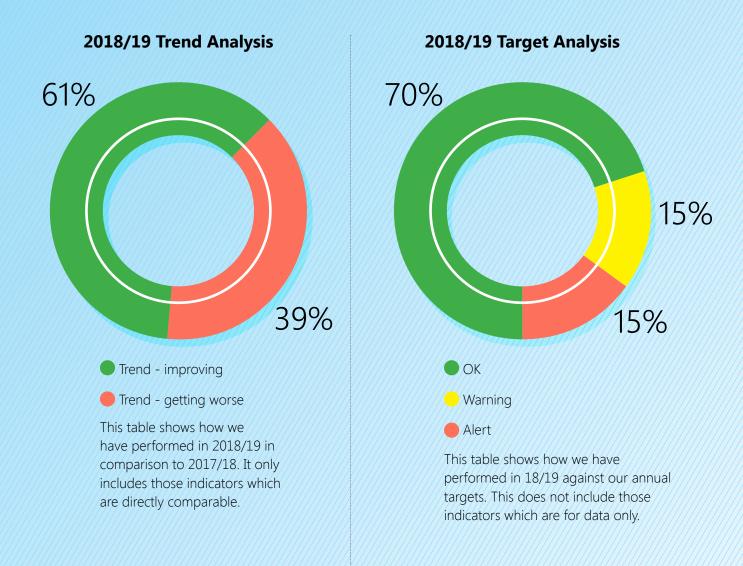
KPI	Direction of Travel	2017/ 2018	2018/ 2019	Trend	Traffic Light	What does this mean?
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.55	99.48	₽	⊘	We have maintained performance across another busy year - 4997 repairs this year.
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	18	24	1	⊘	We continue to benefit from dedicated resources – annual target exceeded at Q3.
Number of missed bins per 1,000 collections (Note: average collections per month 77,000)	Aim to Minimise	0.34	0.35	₽	<u></u>	Number of developments is putting pressure on rounds.
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	95.99	97.06	•	⊘	During 2018/19 792 out of 816 streets inspected were within contract standard.
Number of visits to combined Leisure Centres	Aim to Maximise	395,893	397,352	1	<u>^!</u>	This has improved since last year and we are just below target. We continue to actively promote our leisure services.
Number of gym 'Lifestyle' members as % of population	Aim to Maximise	19.3	10.63	N/A	0	Lifestyle cards enable us to monitor service use. This is less useful as a performance measure and will be replaced in future.

Delivering corporate priorities: KPIs year end 2018/9

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KPI	Direction of Travel	2017/ 2018	2018/ 2019	Trend	Traffic Light	What does this mean?
Council Tax Base	Aim to Maximise	30,798	31,094	•		During the year there has been an increase of 698 dwellings, which increased the base by 296, after taking into account discounts and exemptions.
% of active gym 'Lifestyle' members participating in 1 or more sessions per week	Aim to maximise	46.65	48.4	1	⊘	Strong performance. We continue to actively promote services.
Number of GP referrals	Aim to maximise	377	237	♣	0	Performance is directly affected by our other health programmes. We continue to work with local health services to promote the programme.
External auditor Value for Money conclusion	Maintain	Yes	Yes	<u>[</u>	<u></u>	The external auditor continues to agree we are delivering value for money.
Amount of planned savings achieved (£000s)	Aim to Maximise	£923k	£855k	₽	0	Some savings expected this year will be delivered in 2019/20. Savings made in planning, IT, process transformation, use of assets and loans
Average days sick per FTE (full time employee) in the last 12 months	Aim to Minimise	6.33	8.91	₽	0	We have implemented measures to tackle absence including training managers.
Average time to process new benefit claims (total)	Aim to Minimise	21.34	19.7	1	\bigcirc	System efficiencies have contributed to good performance.
Average days to process Change of Circumstances	Aim to Minimise	4.61	4.20	1	⊘	Consistent performance – target may be revised in future.
Processing of planning applications: % Major applications processed in 13 weeks	Aim to Maximise	79.63	83.33	•	⊘	We continue to see the benefits of our planning review and the additional resources we put in place.
Processing of planning applications: % Minor & Other applications processed in 8 weeks	Aim to Maximise	88.32	77.78		0	Following on from the planning review, we introduced new software at the end of the year which should contribute to improved performance
% of stage 1 complaints responded to within 20 working days	Aim to Maximise	80	91	1	⊘	We have improved our efficiency in dealing with complaints.

KPI	Direction of Travel	2017/ 2018	2018/ 2019	Trend	Traffic Light	What does this mean?
% of stage 2 complaints responded to within 20 working days	Aim to maximise	79	100	1	⊘	100% performance achieved throughout the year.
% Freedom of Information requests responded to within in 20 days	Aim to Maximise	86	89.16		⊘	Improvements to our open data have allowed us to respond to FOIs quicker.
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	7.33	5	1	⊘	Recruitment and self-serve options have helped to improve performance.
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.54	1.03	1	⊘	Recruitment and access to online information has impacted positively on performance.
% of people accessing Benefits forms and Taxation direct debits forms online in relation to other channels	Aim to Maximise	N/A	35	N/A	⊘	There has been a good take up rate for the new on-line forms. 70% of direct debit forms submitted in Q4 were on-line.
Health & Safety: Accidents in the last 12 months (Year to date)	Aim to Minimise	15	17		<u>^</u>	One of these accidents was classed as reportable to the HSE – they were satisfied with the submitted report and requested no further information.
% of Council Tax debt collected	Aim to Maximise	98.37	98.35	₽	⊘	We are 0.45% ahead of target which is equivalent to 251k.
% of Council Housing rent and arrears collected	Aim to Maximise	98.52	97.81	₽	\triangle	Universal Credit and some staff shortages have impacted on performance.
% of Non-domestic Rate debt collected	Aim to Maximise	99.36	99.62	1	⊘	£433k above target and 0.26% ahead compared to last year.
% of Sundry Debt collected	Aim to Maximise	98.09	95.62	1	<u> </u>	Staff shortages and systems issues (under investigation) have impacted on performance.
Amount of Business Rates Retained (£s)	Aim to Maximise	9,720, 451	10,009, 411	1	\bigcirc	Improved performance as we continue to receive the renewable energy windfall.

Delivering corporate priorities: KPIs year end 2018/9



Our money

During 2018/19

- We spent £50.2m running our services
- We delivered £0.2m of new savings and efficiencies
- We invested in our priorities to make the Selby district...
 - A great place to do business
 - A great place to enjoy life
 - A great place to make a difference
 - Supported by us delivering great value

Cost of our services

Housing	£22.2m
Leisure, licensing, planning and environmental health services	£7m
Programme for Growth investment, economic development and partnerships	£0.8m
Drainage Boards	£1.7m
Management services (including support functions, management and the cost of democracy)	£4.7m
Other services (including customer contact centre, Lifeline support service, homelessness support and waste collections	£3.1m
TOTAL COST OF SERVICES	£39.6m
Interest payable	£2.5m
Accounting adjustments, including pension adjustments and contributions to reserves	£8m
TOTAL COST	£50.2m

Where the money came from

We received £50.2m income last year. £26.5m came from central government contributions covering specific grants to cover spending on some services such as housing benefits and also providing general grants

Housing rents, amounting to £11.8m is another large income source. This is used to cover the running costs of our council homes and property.

Council Tax revenue made up around 10.7% of our total income. This figure does not include parish council precepts.

Government grants and other contributions	£16.5m
business rates	£10.6m
Housing rents	£11.8m
Fees, charges and other income	£6m
Council Tax	£5.4m
TOTAL INCOME	£50.2m

Council Tax

The average Council Tax bill in the Selby district (for a Band D property) in 2018/19 was £1,784.42. The District Council kept a small proportion of this. The rest went on other public sector organisations.

North Yorkshire County Council	£1,248.85
North Yorkshire Police Authority	£232.82
Selby District Council	£175.22
North Yorkshire Fire and Rescue Authority	£69.20
Parish councils (average)	£58.33

The £175.22 we received from the average Council Tax bill was equal to just £3.37per week. It helped pay for a wide range of services, such as waste and recycling collections, recreation and sport, the cost of democracy, environmental health and planning, among others.

Waste collection and recycling	Planning policy
Recreation and sport	Land charges
Electoral registration and elections	Car parking
Emergency planning	Concessionary travel
General grants	Private sector housing grants
Open spaces	Helping to prevent homelessness
Environmental health	Housing Benefits administration
Food safety	Other housing
Pollution reduction	Local tax collection
Public conveniences	Cost of democracy
Community safety	Economic development
Street cleaning	Corporate management
Building control	Internal Drainage Board levies
Planning development control	

Corporate risks

Financial sustainability is a major risk for the Council as we see our funding from central government reduce. We are managing this through careful and long-term financial planning and have a savings strategy and action plan to reduce our costs and grow our income so that valued frontline services can continue. We're also planning for the future and setting aside money to help us deal with unforeseen circumstances as well as to meet future commitments and provide resources for investment in our district.

Capital spend

In addition to the money we spend on delivering day to day services we also invest in our assets to ensure we have facilities that are fit-for-purpose and help us deliver the services you need. Last year we spent £6m on this.

Council house improvements	£2.6m
Other land and buildings, including our leisure centres	£1.1m
Home improvement grants, including facilities for the disabled	£0.4m
Vehicles and equipment, including computer equipment and our Lifeline service	£0.3m
Supporting community projects, including support to voluntary groups and Selby & District Housing Trust	£1.6m

We paid for this investment through

Our housing major repairs	£1.6m
Other reserves and contributions from reserves income	£2.9m
Internal borrowing using our cash balances	£1.2m
Capital receipts	£0.3m

What are we worth?

Each year we draw up a balance sheet that represents how much our land and property is worth, what we owe to others, what others owe to us and how much cash we have. As of 31 March 2019 the balance sheet looked like this

	//////////////////
The value of our land and property	£187.1m
Our investments and cash	£56.7m
Money owed to us	£8.8m
Less:	- -
Money we owe to others	£7m
New borrowing and other liabilities	£70.8m
OUR NET WORTH	£174.8m

Contact us

For more information about Selby District Council look online: www.selby.gov.uk

You can also follow us on **SelbyDC**



F Search for Selby District Council

If you need to contact us, you can get in touch via

Our website: www.selby.gov.uk Email: info@selby.go.uk

Telephone: 01757 705101

Address: Market Cross shopping centre, Selby YO8 4JS

Phone lines are open

Monday, Tuesday and Thursday. . . 8.30am - 5pm

Customer contact centre opening hours

Monday to Friday 9.30am - 4pm Wednesday 10am - 4pm

(Closed weekends and bank holidays)

If you want to contact your local ward councillor, full contact details can be found online: www.selby.gov.uk/councillors. Details can also be found in our councillor guide available in local libraries and at our customer contact centre.

Our main civic centre office

Selby District Council, Civic Centre, Doncaster Road, Selby, North Yorkshire, YO8 9FT

If you would like this information in another language or format such as Braille, large print or audio, please ring 01757 705101 or email communications@selby.gov.uk