

RYEDALE
DISTRICT
COUNCIL



**Council Plan
2009 - 2013**

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Introduction

Welcome to Ryedale District Council's Corporate Plan – The Council Plan 2009-13. This Plan is intended to explain to members of the public, to councillors, to partner organisations and to our staff what the priorities of the Council are for the next four years. We want our customers to have a clear understanding of the issues that this Council believes are most important for the next four years. The Council has linked the planning for its resources to the priorities in this document and has involved a wide range of people in its development. We want to focus our effort on those things that will make the difference to the lives of people in Ryedale's communities, targeting resources for those in greatest need.

This plan contains the vision of the Council and is complimented by detailed delivery plans. It frames the Council's contribution towards the achievement of the shared targets of the North Yorkshire Local Area Agreement and of the vision for sustainable communities in Ryedale in 2013 – Imagine Ryedale...

We will continue to engage our diverse communities in the achievement of the ambitions contained in this plan making sure we are working together with all of our partners to achieve a better quality of life for all.

The Council Plan includes 5 Priorities that will guide the Council as it plans and delivers services for the people of Ryedale district over the next four years. Detailed Service Delivery Plans have been developed in line with the Council priorities and include actions and specific performance improvement targets.

We will publish an Annual Report each July which will set out how well we are delivering against the commitments made in the Council Plan, and to allow us to respond to any new challenges or stakeholder feedback. Delivering the priorities will be the responsibility of the Council's Senior Management Team, who will monitor progress and publish regular reports.

Why have we chosen these priorities?

Housing Need

In Ryedale there is an imbalance between market house prices and the amount that many local people can afford to pay for a home. The housing affordability 'gap' in Ryedale is one the worst in the country. This is a result of low wage levels and high house prices . Ryedale has an increasingly ageing population and as people get older their housing needs often change, with an increased level of support from services and access to specialised housing provision. People want to live in Ryedale and believe it is a good place to live where they can enjoy a high quality of life.

Affordable housing includes social rented and intermediate housing provided to specified eligible households whose needs are not met in the market.

Economic Success

The Ryedale economy is currently over reliant on traditional industries that are associated with low pay. There is a need to strengthen and diversify Ryedale's economy. The conditions need to be created in Ryedale to support the development of opportunities within sectors that are generally better paid than the current low average income levels. This would then provide opportunities for those with higher and specialist skill levels and additionally the potential to employ younger people who often choose to leave the area to access better opportunities. Ryedale continues to experience one of the largest affordability gaps between average income and house price in the Country.

Environment

A striking characteristic of Ryedale is the outstanding quality of its countryside, villages and market towns. This is reflected in the designation of the North York Moors National Park and the Howardian Hills Area of Outstanding Natural Beauty. The finest examples of historic buildings and features in Ryedale are legally protected; there are 46 conservation areas, more than 2,000 listed buildings, 440 scheduled ancient monuments and eight registered historic parks and gardens. Ryedale District is very sparsely populated relative to the rest of England, being ranked 7th, with over half of the population living in villages, hamlets and isolated dwellings. Ryedale possesses a very high quality environment and we intend to maintain this in future years.

Active Safe Communities

Ryedale has a network of community facilities for recreation and leisure activities which are all owned and managed by local communities for their own use, and that of other residents and visitors. The council supports existing and new facilities through a programme of grant aid.

The health of people in Ryedale is generally better than the average in England. The health of children and young people is generally in line with the average for England, apart from the percentage of children classified as obese, which is higher than average for schoolchildren in reception year. Ryedale has a lower rate of people claiming incapacity benefits for mental illness and a lower rate of hospital stays related to alcohol compared with the England averages. However, it remains the area with the highest rate for road injuries and deaths in England.

Ryedale has one of the lowest crime rates in the country and much work is undertaken to maintain this level and to try and gain improvements. The priorities for Safer Ryedale – the Community Safety Partnership are safer roads, reducing levels of domestic violence and targeting all behaviour that is detrimental to the community and reduces the quality of life for people. Examples of such problems include burglary, criminal damage, and youth related behaviour, anti social behaviour alcohol and substance misuse.

Transformation

We need to ensure that we understand our communities and deliver improvement in the areas which will make the greatest difference in the quality of life of people in our communities. We need also to target our resources on those who are in the greatest need, whilst ensuring that we deliver high quality services which represent good value for money for the taxpayer. Because of the rural nature of Ryedale inequality and disadvantage can occur in small pockets within any community. We need therefore to be innovative in the way we engage our communities. Ryedale is fully parished and levels of turn out at elections is consistently high, we will continue to support local democracy and encourage participation in civic life.

What did our communities say?

The Place Survey 2008

In response to the place survey, a questionnaire completed by over 1300 residents, it became clear that of those things for which the Council has direct responsibility or influence, affordable decent housing, shopping facilities and job prospects, clean streets, wage levels and the cost of living were identified as the things most needing improving.

Raising our Game

When we asked a range of people, including adults with learning disabilities, people with caring responsibilities, older people and younger people, they told us that affordable housing and choice of housing was a priority for the area. People acknowledged that in order to be able to access housing they needed decent employment. People also wanted to shop locally but the market towns, particularly Malton need to be rejuvenated and the range of shops improved. Older people prioritised being part of a community and accessibility of local facilities and services most highly. Adults with learning disabilities would like more choice and access to independent living with some support services particularly advocacy support. Younger people were concerned about future housing options and job prospects and whilst acknowledging their concerns for the environment felt that this was a national issue upon which we could make some impact locally through individual action. They would like more opportunities for social activities and help to access these. All groups wanted us to improve our communications, to make information clear and to the point. This would help everyone in our communities to access our services and ensure they are receiving all those services for which they are the intended beneficiary and benefits to which they are entitled. This would also help to improve the accessibility of a wider range of services. Ryedale Parish Councils prioritised Housing and Economy and also requested more clarity in council communications. The full report on our community engagement can be found on the Council website and is entitled 'Raising Our Game'.

A Plan for Every Parish

The issues raised most frequently in Parish Plans are traffic and road safety, improvements and maintenance of the local Environment, community facilities and communication

'If you live in the outlying villages life gets more difficult than in the towns as you get older'.

Ryedale Carers

'Employment opens the door'

'Housing and jobs are linked and then community comes from these'

Adults with Learning Disabilities

'This group feels well housed already but need community'

Older People

'Economy and Housing need more resource as they are currently under threat'

Special Families

We have undertaken a wide ranging and inclusive programme of community engagement in identifying our priorities for the next 4 years, as well as revisiting our earlier engagement activity. We will review our plan every year and will check with our communities that we are delivering our commitments and that they are making a difference.

Imagine Ryedale...

The vision of local people for Ryedale in 2013 is of a place

Vibrant Communities

with vibrant communities where everyone is respected; where all generations have opportunities to express themselves; where diversity is welcomed and encouraged.

Strong Safe Communities

that is home to welcoming and familiar neighbourhoods, where people and friendships are valued. Community spirit is strong, underpinned by security and safety. There is mutual trust between local people and the organisations that exist to help, support and serve them.

Access and Communication

where it is easy to access any part of Ryedale, and all other places, for work and play. Communication is dealt with in flexible and innovative ways.

Health and wellbeing

where people enjoy life, work and leisure at their own pace. Freed from stress, they can take care of themselves and others.

Landscape and Environment

which is a cherished mixture of towns, villages and landscapes. It is a peaceful sanctuary, not crowded or polluted.

Developing Opportunities

Where everyone is involved in and can influence planning for the community; the places where they live and work; increasing opportunities to meet, learn and have fun.

The Council shares this vision with the communities of Ryedale and is working with partners from the public private and voluntary and community sectors to make this vision a reality.

The Councils vision for Ryedale is of a place

where all residents can enjoy a good quality of life, with strong, prosperous and welcoming communities

The Mission of the Council is

working with you to make a difference

Aim 1: To meet housing needs in the Ryedale District Council area

Strategic Objective 1:

To change and add to housing stock to meet the local housing needs

Strategic Objective 2:

To support people to access a suitable home or remain in an existing home

We will achieve this through the provision of additional affordable and specialist homes and the adaptation of existing homes and by supporting people to access a suitable home or remain in an existing home with support services provided.

And our priority activities will include:

- Identifying sufficient housing sites to meet anticipated future needs
- providing additional affordable and specialist homes
- bringing empty homes back into use
- providing a range of housing advice and support
- trying to prevent homelessness through the services of the Housing Options Team
- assisting households facing mortgage difficulties
- reducing fuel poverty particularly for vulnerable households

Aim 2: To create the conditions for economic success in Ryedale

Strategic Objective 3:

Place of opportunity – to have the economic structure and supporting infrastructure in place

Strategic Objective 4:

Opportunity for people – increasing wage and skills levels

We will do this through the development of sites and premises, physical infrastructure and business support and increasing levels of wages and skills in the workforce.

Our priority activities will include:

- Identifying sufficient sites for industrial, business and retail use
- Improving the vitality of Malton as a retail centre
- Improving the infrastructure and strengthening the role of the market towns
- Serving the needs of local businesses in a changing economic climate
- Helping people to acquire the skill they need to access employment opportunities
- Paying the right benefit to the right people at the right time

Aim 3: To have a high quality, clean and sustainable environment

Strategic Objective 5:
Reducing waste and CO2 emissions

Strategic Objective 6:
Planning to adapt to climate change

Strategic Objective 7:
To maintain the quality of our local environment

We will achieve this through the reduction of CO2 emissions and planning to adapt to climate change and improving the quality of our local environment

Our priority activities will include:

- Reducing levels of CO2 emissions from our own operations
- Increasing the rate of recycling and reducing the amount of waste collected
- Reducing the amount of trade waste sent to landfill sites
- Designing for the environment
- Ensuring that future developments are in the right locations
- Avoid inappropriate development in flood risk areas and managing the risk of future flooding
- Improving street and environmental cleanliness
- Improving levels of local biodiversity
- Encouraging communities to manage their local environment

Aim 4: To have active communities where everyone feels welcome and safe

Strategic Objective 8:

Safe and Healthy Villages and Towns

We want to encourage active lifestyles in communities where everyone feels welcome and safe and will achieve this through our support for safe and healthy villages and towns

Our priority activities will include:

- Minimising the effects of crime and anti-social behaviour on communities within Ryedale
- Improving perceptions of local crime levels.
- Developing a vision towards the legacy of the 2012 Olympics
- Working to increase participation in and satisfaction with the sport, active recreation
- Improving the cultural offer in Ryedale

Aim 5: To transform Ryedale District Council

Strategic Objective 9:

To know our communities and meet their needs

Strategic Objective 10:

To develop the leadership, capacity and capability to deliver future improvements

We want to transform Ryedale District Council to ensuring we understand our communities and that their needs are met.

We will achieve this by delivering outcomes that are important to local people and developing the leadership, capacity and capability of the Council to deliver improvements in priority areas.

Our priority activities will include:

- Monitoring of service users and levels of customer satisfaction
- Supporting service improvement to meet the needs of all – excellence and diversity
- Achieving the vision of ‘A Plan for Every Parish’
- Being recognised as an employer of choice
- Promoting and supporting democracy, encouraging participation in civic life
- Delivering the Councils’ Efficiency Programme.
- Building our capacity to deliver through collaboration and working in partnership

Council Aim	Aim 1: Housing Need To meet housing need in the Ryedale District Council area					
Strategic Objectives	1. To change and add to housing stock to meet the local housing needs			2. To support people to access a suitable home or remain in an existing home		
Key Performance Questions	How well are we meeting local housing need?	What is our housing stock profile?	How well are we preventing homelessness ?	How well are we supporting people?		
Council Aim	Aim 2: Economic Success To create the conditions for economic success					
Strategic Objectives	3. Place of opportunity – economic structure and supporting infrastructure			4. Opportunity for people – increasing wage and skills levels		
Key Performance Questions	How is the sectoral mix of the Ryedale economy changing?	What infrastructure is in place to support economic success?	How well are household incomes increasing?	To what extent are local skills meeting the employment need?		
Council Aim	Aim 3: High Quality Environment To have a high quality, clean and sustainable environment.					
Strategic Objectives	5. Reducing waste and CO2 emissions		6. Planning to adapt to climate change		7. To maintain the quality of our local environment	
Key Performance Questions	To what extent are we reducing the waste sent to landfill?	To what extent are CO2 levels reducing?	How well are we planning to adapt to climate change?	What development is coming forward and is it in the right areas?	How well is the Ryedale environment being maintained?	To what extent is civic pride increasing?
Council Aim	Aim 4: Active Safe Communities To help all residents to achieve a healthy weight by encouraging an active lifestyle, in communities where everyone feels welcome and safe					
Strategic Objectives	8. Safe and Healthy Villages and Towns					
Key Performance Questions	How well are we encouraging active lifestyles?			How welcome and safe do people feel in our communities?		
Council Aim	Aim 5: To Transform the Council					
Strategic Objectives	9. To understand our communities and meet their needs			10. To develop the leadership, capacity and capability to deliver future improvements		
Key Performance Questions	What services are important to local people?	How accessible are our services and how well are they improving?	How well do we demonstrate leadership?	What is our capacity and capability to deliver future improvements?		

Performance Management Framework

Council Aim 1: Housing Need

To meet housing need in the Ryedale District Council area

Strategic Objective 1:

To change and add to housing stock to meet the local housing needs

Baseline Data March 2009:

57 affordable homes were delivered in 2008/9 (to December 2008)
 Two NYCC care homes remain in operation in Ryedale (March 2009)
 No. of extra care units were delivered in Ryedale 2008/9
 5 empty homes brought into use between 2006 and 2009
 2 Rural exception sites identified in 2008/9 providing for a total of 19 affordable units

Key Performance Question: How well are we meeting local housing need?

KPI Ref	Description	Delivery Plan Link
NI 154	Net additional homes provided	Ryedale Local Development Scheme
NI 155	Number of affordable homes to be delivered (gross)	Ryedale Local Development Scheme
NI 159	Supply of ready to develop housing sites	Ryedale Local Development Scheme
NY LAA L 12	Number of extra care units delivered (LAA L12)	Ryedale Housing Strategy
LPI (BVPI 64)	Number of empty homes brought back into use	NY Empty Homes Strategy
LPI	% of affordable homes on sites	Ryedale Local Development Scheme

Other Data: Housing returns to Government Office Yorkshire and the Humber

Key Performance Question: What is our housing stock profile?

KPI Ref	Description	Delivery Plan Link
NI139	Older people receive the support they need to live independently at home	NY LAA2
NY LAA L 12	Number of extra care units delivered (LAA L12)	Ryedale Housing Strategy
LPI	Number of Homeless Preventions achieved per year	Ryedale Housing Strategy

LPI	Maximum number of homeless applications to be made per year	Ryedale Housing Strategy
LPI	Number of homeless in temporary accommodation	Ryedale Housing Strategy
LPI	Number of Bond Guarantee/Rent in Advance schemes undertaken per year	Ryedale Housing Strategy
LPI	Grant requests for adaptations and social services referrals	Ryedale Housing Strategy
Other Data: Housing Needs survey , Rural Housing Enabler local surveys, Parish Plans		

Council Aim 1: Housing Need

To meet housing need in the Ryedale District Council area

Strategic Objective 2:

To support people to access a suitable home or remain in an existing home

Baseline Data March 2009:

80 Repeat incidents of domestic violence in 2007/8

Number of homeless preventions in 2008/9 to December was 171. Actual number of homeless in 2007/8 was 149 (6.3 per 1000). Number of homeless living in temporary accommodation in 2007/8 to January 09 was 14. 13.5% of private sector dwellings fail to meet the energy efficiency requirements of the Decent Homes standard and 34.8% of private sector households are in fuel poverty.

Source: Private Sector Stock Condition Survey 2008

Key Performance Question: How well are we preventing homelessness through advice and proactive intervention?

KPI Ref	Description	Delivery Plan Link
NI 141	Percentage of vulnerable people achieving independent living	Ryedale Housing Strategy
NI 181	Time taken to process Housing Benefit and Council Tax new claims and change events	Customer Services & Benefits SDP
NI 187	Fuel poverty (a & b)	Ryedale Housing Strategy
LPI	Number of homelessness preventions	NY Homelessness Strategy
LPI	Actual number of homeless per '000	NY Homelessness Strategy
LPI	% of households meeting the decent homes standard	Ryedale Housing Strategy

Other Data: Monitoring of Disabled Facilities grants, Home Repair grants and energy efficiency grants

Key Performance Question: How well are we supporting people?

KPI Ref	Description	Delivery Plan Link
NI 32	Repeat incidents of domestic violence	Safer Ryedale Delivery Plan
NI 156	Number of households living in temporary accommodation	NY Homelessness Strategy
LAA 8	Number of Proactive Interventions made per '000	NY Homelessness Strategy
LPI	Number of homelessness presentations from under 25's	NY Homelessness Strategy

Aim 2: Economic Success

To create the conditions for economic success

Strategic Objective 3: Place of opportunity – to have the sites and premises, physical infrastructure and business support in place that would encourage an economic structure and activity to ensure that the opportunities available within Ryedale are equal to those of the most economically successful rural areas of the sub-region.

Baseline Data March 2009:

Vat registrations in 2006 were 42 per 10,000 population
 Start of year business stock in 2007 was 738 per 10,000 population
 Car and taxi traffic volume (million vehicle kms) 2007 , 8,345
Source: Yorkshire Futures

Key Performance Question: How is the sectoral mix of the Ryedale economy changing?

KPI Ref	Description	Delivery Plan Link
NI 171	new business registration rate per 000 16+	Economy and Housing SDP
NI 172	%of SME's showing growth	Economy and Housing SDP
LAA36	Growth in creative industries,	NY LAA 2
LAA 37	Growth in tourism	NY LAA 2
LPI 54	Share of regional economy	Economy and Housing SDP

Other Data : Retail index for market towns, Employment change by sectors, Analysis of business sectors in Ryedale as share of total

Key Performance Question: What infrastructure is in place to support economic success?

KPI Ref	Description	Delivery Plan Link
NI 175	Access to services and facilities by public transport, walking and cycling	NY LAA 2
NI 182	Satisfaction of businesses with regulatory services	Environment SDP
LPI 65b	% of development in market towns and service villages	Ryedale Local Development Scheme
LPI	Car and taxi traffic volume (million vehicle kms)	Economy and Housing SDP

Other Data: Analysis of census data – travel to work data. New census 2011

Aim 2: Economic Success

To create the conditions for economic success

Strategic Objective 4: Opportunity for people – increasing wage and skills levels

Baseline Data March 2009:

The employment rate of all working age people in 2007 was 73.3%
 Gross median weekly pay (full time workers residence based) in 2007 was £376.30
 Gross disposable household income per capita in 2006 was £14,492
 Housing Affordability (lower quartile house price: lower quartile income) in 2007 was 10:3
 % working age population with NVQ2+ in 2007 was 62.7
 % working age population with NVQ3+ in 2007 was 45.8
 The number of working age people on out of work benefits in Ryedale in January 2009 was 592.
Source: North Yorkshire Partnership Unit

Key Performance Question: How well are household incomes increasing?

KPI Ref	Description	Delivery Plan Link
NI151	overall employment rate	Economy and Housing SDP
NI152	Number of working age people on out of work benefits, by group	Economy and Housing SDP
NI 166	Average earnings	Economy and Housing SDP
NI 180	Right Benefit Indicator	Customer Services & Benefits SDP
NI 181	Time taken to process Housing Benefit and Council Tax new claims and change events	Customer Services & Benefits SDP

Other Data:

Gross weekly earnings by household (median and mean), Gross disposable household income, Affordability ratio, Number of population 16+ claiming job seekers allowance

Key Performance Question: To what extent are local skills meeting the local employment need?

KPI Ref	Description	Delivery Plan Link
NI164	% of employees qualified to level 3 or above, by group	Economy and Housing SDP
LPI	Skill gap identified through National Employment and Skills Survey	Economy and Housing SDP

Other Data: Ryedale Business Survey 2009, % working age population with NVQ4+ , % of working age population receiving job-related training in last 13 weeks

Aim 3: High Quality Environment

To have a high quality, clean and sustainable environment.

Strategic Objective 5:
Reducing waste and CO2 emissions

Baseline Data March 2009:

Recycling rate 2007/8 51.5% Source: waste dataflow

Co2 emissions from RDC operations baseline will be established in July 2009.

Co2 emissions per capita in Ryedale in 2006/7 were 11.81 tonnes Source: *Yorkshire Futures*

Key Performance Question: To what extent are we reducing the waste sent to landfill?

KPI Ref	Description	Delivery Plan Link
NI 191	Household waste – residual kg per household	Environment SDP
NI 192	Household waste recycled, composted	Environment SDP
NI 193	Municipal waste to landfill	Environment SDP

Other Data:

Key Performance Question: To what extent are CO2 levels reducing?

KPI Ref	Description	Delivery Plan Link
NI 185	Co2, our operations	Environment SDP
NI 186	Co2, others	Environment SDP

Other Data:

Meeting environmental design standards in major council funded projects

Aim 3: High Quality Environment

To have a high quality, clean and sustainable environment.

Strategic Objective 6:

Planning to adapt to climate change

Baseline Data:

The number of properties classified by the environment Agency as being in at risk of flooding 2006 was 2538, or 10.2%.

Key Performance Question: How well are we planning to adapt to climate change?

KPI Ref	Description	Delivery Plan Link
NI 37	Awareness of civil protection arrangements in the area	Safer Ryedale Delivery Plan
NI188	Planning to adapt to climate change	Planning SDP
NI189	Flood risk management	Environment SDP

Other Data:

Properties classified by the environment agency as being at risk of flooding

Key Performance Question: What development is coming forward and is it in the right areas?

KPI Ref	Description	Delivery Plan Link
	Pending adoption of the LDF	Planning SDP

Other Data:

Pending LDF adoption

Aim 3: High Quality Environment

To have a high quality, clean and sustainable environment.

Strategic Objective 7:

To maintain the quality of our local environment

Baseline Data:

Using a tranquillity score based on population density in 2004, the District of Ryedale scores the highest in the region and comes 15th nationally. Using a natural environment score developed by combining Natural Beauty, Tranquillity, Average weather, air quality, green flag awards and green space, Ryedale is placed third within the region for the quality of its natural environment.

Source: Local Knowledge

Key Performance Question: How well is the quality of the environment in Ryedale being maintained?

KPI Ref	Description	Delivery Plan Link
NI 194	Air quality	Environment SDP
NI 195	Improved street and environmental cleanliness – a to c	Environment SDP
NI 196	Improved street and environmental cleanliness – fly tipping	Environment SDP
NI 197	improved levels of local biodiversity	Planning SDP

Other Data:

Biological river quality
Tranquillity score
Natural Environment Score

Key Performance Question: To what extent is civic pride increasing?

KPI Ref	Description	Delivery Plan Link
NI 5	Overall satisfaction	Council Plan
NI138	Satisfaction 65+	Council Plan

Other Data:

LPI Award schemes: Britain in Bloom, Design Awards, Green Flag

Aim 4: Active Communities

To help all residents to achieve a healthy weight by encouraging an active lifestyle, in communities where everyone feels welcome and safe

Strategic Objective 8:

Safe and Healthy Villages and Towns

Baseline Data March 2009:

In 2007/8 the perception that antisocial behaviour was a problem was 11% and that drunk and rowdy behaviour as a problem was 17%. *Source: Ryedale Covalent*

In 2006 Ryedale had the highest rate for road injuries and deaths in England with a road casualty rate of 1.9 people killed and seriously injured (per 1,000 pop) *Source: Y&HPHO*

In 2007/08 Ryedale was ranked 368th highest of the 377 Crime and Disorder Partnerships (CDRPs) in England and Wales on the basis of (British Crime Survey - BCS) all crimes per 1000 people *Source: Home Office*

In 2008 Health in the Ryedale District area was reported as generally good (92.3% reported that their health was 'good' or 'fairly good'). *Source: Y&HHPO*

In 2006/7 56% of residents were satisfied with council run leisure and sports facilities.

Source: Ryedale covalent

Key Performance Question: How well are we encouraging active lifestyles?

KPI Ref	Description	Delivery Plan Link
NI 1	% of people who believe people from different backgrounds get on well together	Equalities Plan
NI 2	% of people who feel they belong to their neighbourhood	Safer Ryedale Delivery Plan
NI 8	Adult participation in sport and active recreation	Ryedale LAA2
NI 23	Perceptions that people in the area treat each other with respect and consideration	Safer Ryedale Delivery Plan
NI 56	Levels of childhood obesity in primary school year 6	Ryedale LAA2
NI 199	C&YP satisfaction with parks and play areas	Environment SDP
NY LAA L64	% of 5-16 year olds accessing high quality physical education	NY LAA2
LPI 62	% Improvements to POS quality	Environment SDP
LPI	Satisfaction rates with leisure facilities , by social identity group	Environment SDP

Other Data:

Physical Education School Sports and Club survey results, NYLAA L58 % of schools achieving Healthy Schools Status

Key Performance Question: How welcome and safe do people feel in our communities?

KPI Ref	Description	Delivery Plan Link
NI 17	Perception of ASB	Safer Ryedale Delivery Plan
NI 41	Perception of drunk and rowdy behaviour as a problem	Safer Ryedale Delivery Plan
NI 47	Road casualty rate killed and seriously injured per 000 population	Safer Ryedale Delivery Plan
NI 119	Self reported measure of general Health and Wellbeing	Environment SDP

Other Data:

NI 2 Belonging

NI 20 Assault with injury rate

NI 23 respect and consideration

NI171 Community Cohesion

Aim 5: To Transform the Council

Strategic Objective 9:

To know our communities and meet their needs

Baseline Data March 2009:

The Council was judged to be Good as a result of the 2004 Comprehensive Performance Assessment. The Council declared level 2 of the Equality Standard for Local Government in 2007.

The Audit Commissions through the annual Use of Resources Assessment for 2007/8 judged that the Council had achieved level 3.

By March 2009 48 parishes were covered by a Parish Plan or similar Community Led Plan, with 77% of the population of Ryedale having had the opportunity to be involved in this.

Key Performance Question: What services are important to local people?

KPI Ref	Description	Delivery Plan Link
CAA	NY/ Ryedale Area Assessment	Transformation SDP
LPI	What services do people value?	Transformation SDP
LPI	Which services need the greatest improvement?	Transformation SDP
LPI	Progress towards achievement of 'A Plan for Every Parish'	Transformation SDP

Other Data: Ongoing analysis of local need by group and the findings of community engagement activities by social identity group and location

Key Performance Question: How accessible are our services and how well are they improving?

KPI Ref	Description	Delivery Plan Link
CAA	Organisational Assessment	Council Plan
NI 14	Avoidable contact	Transformation SDP
NY LAA L41	% of population within 5 miles of a Joint Access Centre.	NY LAA2
LPI	Level achieved - Equality Standard for Local Government	Organisational Development SDP

Other Data:

Customer satisfaction levels for all council services, analysed by group. Monitoring of take up of all council services by group

Aim 5: To Transform the Council

Strategic Objective 10: To develop the leadership, capacity and capability to deliver future improvements

Baseline Data March 2009:

The Annual Governance Statement was judged to be Satisfactory in 2008.
 In 2008 the Council maintained its Investors in People accreditation.
 Voter turnout in Ryedale 2007 was 42%
 In 2008/9 the Council achieved efficiency savings of 3 %.

Key Performance Question: How well do we demonstrate leadership?

KPI Ref	Description	Delivery Plan Link
NI 3	Civic participation by group	Organisational Development SDP
NI 4	% that feel they can influence local decisions by group	Transformation SDP

Other Data:

Governance arrangements self assessment
 Monitoring of Forward Plan for key decisions

Key Performance Question: What is our capacity and capability to deliver future improvements?

KPI Ref	Description	Delivery Plan Link
NI179	Value For Money	Finance & Revenues SDP
NI 14	Avoidable contact – Getting it right first time every time	Transformation SDP
LPI	Maintain IIP accreditation	Organisational Development SDP

Other Data:

Efficient and effective resources
 Monitoring of partnerships and added value achieved

Financial Implications of this Council Plan

In order to meet the delivery of the identified priorities in the Council Plan the Council has agreed to invest or reallocate additional money (capital and revenue) which supports new activities, projects and work programmes above the on-going services delivered within the Council's annual budgets.

Priorities	2009-2010		2010-2011		2011-2012		2012-2013	
	Additional Revenue £	Capital £	Additional Revenue £	Capital £	Additional Revenue £	Capital £	Additional Revenue £	Capital £
Aim One To meet housing need	20,000	633,000	20,600	342,000	21,220	351,000	21,850	360,000
Aim Two To create the conditions for economic success.	148,000	210,000	49,440	1,500,000	50,920	300,000	52,450	0
Aim Three To have a high quality, clean and sustainable environment.	129,000	125,000	132,870	1,088,000	0	62,000	0	0
Aim Four To have active safe communities	0	1,426,000	50,000	1,465,000	51,500	0	53,050	0
Aim Five To transform Ryedale District Council	0	871,000	0	810,000	0	640,000	0	155,000
Total Additional Expenditure	297,000	3,265,000	252,910	5,205,000	123,640	1,353,000	127,350	515,000

One Council - for Everyone

Equality Objectives:

To strengthen the council's approach to meeting the needs of its diverse communities

To improve communications and demonstrate our commitment to equality

To strengthen the council's arrangements for partnership working and procurement

To maintain equality monitoring systems for information about service take-up and satisfaction, developing an evidence base to support effective EIA's

To strengthen the performance management of equalities across the council and promote a culture of equality

Annual Programme of Corporate Equality Impact Assessments

		2009/10	2010/11	2011/12	2012/13
Council Plan	Transformation	•	•	•	•
Financial Strategy	Corporate Director (151)	•	•	•	•
Corporate Efficiency Programme	Corporate Director (151)	•	•	•	•
Service Delivery Plans	Customer Services and Benefits Economy and Housing Environment Finance and Revenues Legal Organisational Development Planning Transformation	•	•	•	•
Imagine Ryedale...	Housing and Economy	•			•
LDF Core Strategy	Planning		•		
Housing Strategy	Housing and Economy	•			
Council Information	Transformation	•	•	•	•
Customer Contacts	Transformation	•			

One Council – Our Corporate Values and Competencies

Values

In all our work the Council will act with the following principles and beliefs underpinning our approach:

Leadership and Ethics

- ♥ Respect people's rights and concerns and act with integrity, courtesy and due promptness.
- ♥ Promote consultation, dialogue and involvement, will listen and be sensitive to community needs and aspirations.
- ♥ Be open and accountable in decision making with high ethical standards.
- ♥ A commitment to Equalities and Human Rights

Partnership and Joint Working

- ♥ Work in partnership with others in the public, private and voluntary sectors.
- ♥ Value people's diverse opinions and needs.
- ♥ Work to achieve mutual trust with local people.
- ♥ Be open to challenge.

Innovation and Planning

- ♥ Ensure that sound environmental policies are at the heart of all the Council does.
- ♥ Be forward looking.
- ♥ Encourage innovation and creativity

People and Performance

- ♥ Strive to improve the efficiency and effectiveness of service delivery, providing value for money.
- ♥ Match or exceed our customers' expectations.
- ♥ Be a high quality employer.
- ♥ Maximise the development and skills of our staff and elected members.
- ♥ Promote effective Work Life Balance for all.

Competencies

To achieve our vision and mission we will ensure that the council, its staff and members, have access to the following skills, knowledge and abilities.

Core Skills

- ★ Leadership
- ★ Manage and develop people
- ★ Change orientation and management
- ★ Work collaboratively
- ★ Customer focus

- ★ Personal effectiveness and development
- ★ Communication
- ★ Strategic thinking
- ★ Planning and organising

- ★ Analytical thinking and decision making
- ★ Innovation and creativity
- ★ Political effectiveness

Knowledge

- ★ Awareness of regional, national and international context
- ★ Knowledge of the community and its changing needs
- ★ Preparedness for anticipated changes in legislation and technology

Annual Corporate Planning Framework

	January	February	March	April	May	June	July	August	September	October	November	December
Imagine Ryedale... Joint target setting			Review to RSP						Progress to RSP			
Council Plan Strategic Objectives			Review to Council							Progress to P&R		
Service Delivery Plans Service Objectives	Progress to CMT	CMT Draft		CMT Final				Progress to CMT		Progress to CMT		
Staff Appraisals Individual Objectives					Review				Progress			
Financial Strategy		Special Council										
Council Budget		Special Council								Review to P&R		
Council Tax		Special Council										
Annual Governance Statement						Approval P&R				Review to P&R		
Annual Report							Published					

Annual Community Engagement Programme

Inform				Ryedale News Parish Newsletter			Annual Report			Ryedale News Parish Newsletter		
Involve	→		RSP Wider Partnership Conference	Workshops with seldom heard groups Parish Liaison	→	→				Workshops with seldom heard groups Parish Liaison	→	→
Consult	→									Annual Review of Budget & Council Plan Priorities	→	→

Annual Decisions Forward Plan

Date	Service Area	Policy or Subject	To be submitted to:			
			CS&L	P&R	O&S	Council
April May	Corporate	Annual Audit & Inspection Report		●	●	●
	Customer Services and Benefits	Customer Complaints Quarter 4			●	
June July	Finance and Revenues	Annual Statement of Accounts and Annual Governance Statement		●	●	●
	Transformation	Annual Report - achievement against priorities	●	●	●	
August September	External Auditors	Annual Audit and Inspection Plan			●	
	Customer Services and Benefits	Customer Complaints Received - Quarter 1			●	
	Legal	Results of Local Government Ombudsman Investigations			●	
October November	Finance and Revenues	Treasury Management Annual Review and Monitoring Report		●		●
	Transformation	Council Plan – Achievements and annual review of priorities	●	●	●	
	External Audit	Annual Governance Report		●	●	
	Finance and Revenues	Budget Strategy		●		
	External Auditors	External Audit Reviews and Recommendations			●	●
	Internal Audit	Half Year Risk Management Actions Monitoring Report			●	
	Customer Services and Benefits	Customer Complaints Received - Quarter 2			●	
December January	Finance and Revenues	Fees & Charges	●	●		●
	Corporate	Risk Management Strategic Review			●	
February March	Finance and Revenues	Financial Strategy		●		●
	Finance and Revenues	Setting of Council Tax				●
	Legal	Local Code of Conduct		●		●
	Transformation	Council Plan - Revised for adoption				●
	Customer Services and Benefits	Customer Complaints Quarter 3			●	
Every Cycle	Aim 1: Meeting Housing Needs	Performance and Finance Report	●			
	Aim 2: Economic success	Performance and Finance Report	●			
	Aim 3:Environment	Performance and Finance Report	●			
	Aim 4: Active and safe	Performance and Finance Report	●			
	Aim 5: Transformation	Performance and Finance Report		●		

This is not an exhaustive list of the items to be considered by each committee but highlights the key policies and decisions of the Council