



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

Council Priorities 2009-13

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
- Enabling the development of additional affordable and specialist homes
- Providing a range of housing advice and support to address local housing needs and prevent homelessness
- Assisting households facing mortgage difficulties
- Reducing fuel poverty particularly for vulnerable households
- Improving the condition of the housing stock in the district
- Enable independent living for vulnerable people
- Help to create better places with better homes, more choice and fair access

Council Priorities 2009-13

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:

- Identify and support the development of sufficient sites for industrial, business and retail use, in sustainable locations
- Strengthen the role of the market towns as a retail and service centres
- Improving the vitality of Malton and Norton and establishing it as Ryedale's Rural Capital
- Improve the physical infrastructure to enhance economic and environmental wellbeing
- Supporting the needs of local businesses in a changing economic climate
- Helping people to acquire skills and knowledge to access employment opportunities
- Support diversity of the local economy into higher value added sectors and improve links to science city, York
- Help to create better places with better jobs, more choice and fair access

Council Priorities 2009-13

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

Council Priorities 2009-13

Aim 4: 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

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

Council Priorities 2009-13

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
- Secure continuous improvement against the Councils Corporate Governance Framework
- Achievement of value for money in all the councils activities

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

Key Performance Question 1 : How well are we meeting local housing need?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 154	Net additional homes provided	96	200	200	Ryedale Local Development Scheme
LPI P	Net additional homes – permissions granted				Ryedale Local Development Scheme
NI 155	Number of affordable homes to be delivered (gross)	57	75	75	Ryedale Local Development Scheme
NI 159	Supply of ready to develop housing sites	83.2%	100%	100%	Ryedale Local Development Scheme
NY LAA L 12	Number of extra care units delivered (LAA L12)	-	Contributes to NI155 (48 to Q3)	Contributes to NI155	Ryedale Housing Strategy
NI139	Older people receive the support they need to live independently at home	41.2%	-	40+%	Ryedale Housing Strategy
LPI P	% of affordable homes on sites	40	40	40	Ryedale Local Development Scheme
LPI H	Number of affordable units delivered on rural exception sites	-	10+	10+	Ryedale Housing Strategy

Key Performance Question 2 : What is our housing stock profile?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 154	Net additional homes provided	96	200	200	Ryedale Local Development Scheme

NI 155	Number of affordable homes to be delivered (gross)	57	75 (62 to Q3)	75	Ryedale Local Development Scheme
NY LAA L 12	Number of extra care units delivered (LAA L12)	-	(48 to Q3)		Ryedale Housing Strategy
LPI H	Number of Homeless Preventions achieved per year				Ryedale Housing Strategy
NI156	Number of homeless in temporary accommodation	16	(13 in Q3)		Ryedale Housing Strategy
LPI H	% of households meeting the decent homes standard				Ryedale Housing Strategy
LPI H	Grant requests for adaptations and social services referrals				Ryedale Housing Strategy
LPI P	Number of homes approved to lifetime standards				Ryedale Local Development Scheme

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

Key Performance Question 3 : How well are we preventing homelessness through advice and proactive intervention?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
LPI HS1	% of decisions on homeless applications made within 33 days	100%	100%	100%	Ryedale Housing Strategy
LPI HS3	Number of Bond Guarantee/Rent in Advance schemes undertaken per year		(21 to Q3)		Ryedale Housing Strategy
LPI HS4	Number of Households through the Ryedale Lettings Scheme		(20 to Q3)		Ryedale Housing Strategy
LPI HS5	Number of Homeless Applications		(41 to Q3)		Ryedale Housing Strategy
NI 181	Time taken to process Housing Benefit and Council Tax new claims and change events	9.9 days	(10.2 to Q3)		Customer Services & Benefits SDP
LPI H	Number of Homeless Preventions achieved per year				Ryedale Housing Strategy

Key Performance Question 4 : How well are we supporting people?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 32 LAA	Repeat incidents of domestic violence	12.5%	5.5%		Safer Ryedale Delivery Plan
NI 141 LAA	Percentage of vulnerable people achieving independent living	83.3%	76% (83.3% to Q3)		Ryedale Housing Strategy

NI 156	Number of households living in temporary accommodation				NY Homelessness Strategy
HS LAA 8	Number of Proactive Interventions made per '000	237	153 (108 to Q2)		NY Homelessness Strategy
LPI HS2	Length of stay in temporary accommodation (B&B, in weeks)	2.86	4 (to Q3)	4	Ryedale Housing Strategy
NI 187a	Fuel poverty - low energy efficiency	17%	Data April		Ryedale Housing Strategy
NI 187b	Fuel poverty - high energy efficiency	29%	Data April		Ryedale Housing Strategy
LPI H	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.

Key Performance Question 5 : How is the sectoral mix of the Ryedale economy changing?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 171 LAA	New business registration rate per 000 16+	55.3			Economy and Housing SDP
NI 172	% of SME's showing growth	15.6%			Economy and Housing SDP
LAA36	Growth in creative industries,	177			NY LAA 2
LAA 37	Growth in tourism				NY LAA 2
LPI EC4	Share of regional economy	1.04%			Economy and Housing SDP
LPI EC	Elementary Occupations				Economy and Housing SDP
LPI EC	Growth in knowledge industries sectors				Economy and Housing SDP

Key Performance Question 6 : What infrastructure is in place to support economic success?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 175	Access to services and facilities by public transport, walking and cycling	25427	(8659 to Q3)		NY LAA 2
NI 182	Satisfaction of businesses with regulatory services	82%	(87% to Q2)		Environment SDP
LPI FP6	% of development in market towns and service villages				Ryedale Local Development Scheme

LPI P	Addition land (Ha) permissions granted - employment				Ryedale Local Development Scheme
LPI P	Addition land (Sq m gross) permissions granted – retail space				Ryedale Local Development Scheme

Aim 2: Economic Success

To create the conditions for economic success

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

Key Performance Question 7 : How well are household incomes increasing?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI151	Overall employment rate	78.2%			Economy and Housing SDP
NI152	Number of working age people on out of work benefits				Economy and Housing SDP
NI 166	Average earnings	£395.80			Economy and Housing SDP
LPI EC	Gross Value Added				Economy and Housing SDP
NI 180	Right Benefit Indicator	1958.0	(597.2 to Q3)		Customer Services & Benefits SDP
NI 181	Time taken to process Housing Benefit and Council Tax new claims and change events	9.9 days	(10.2 days to Q3)		Customer Services & Benefits SDP

Key Performance Question 8 : To what extent are local skills meeting the local employment need?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 163	% of employees qualified to level 2 or above				Economy and Housing SDP
NI164	% of employees qualified to level 3 or above	58.1%			Economy and Housing SDP
NI 165	% of employees qualified to level 4 or above				Economy and Housing SDP
LPI	Levels of skills for life – Literacy				
LPI	Levels of skills for life – Numeracy				Economy and Housing SDP

Aim 3: High Quality Environment

To have a high quality, clean and sustainable environment.

Strategic Objective 5:

Reducing waste and CO2 emissions

Key Performance Question 9 : To what extent are we reducing the waste sent to landfill?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 191	Household waste – residual kg per household	473kg/hh	466kg/hh		Environment SDP
NI 192	Household waste recycled, composted	53.10%	49.70% (57.97% to Q3)		Environment SDP
NI 193	Municipal waste to landfill	54.47	58%		Environment SDP

Key Performance Question 10 : To what extent are CO2 levels reducing?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 185	Co2, our operations	Baseline 1956.5 tonnes	-2%	-3%	Environment SDP
NI 186	Co2, others	Baseline 2006/7 11.8 kt CO2 per head			Environment SDP

Aim 3: High Quality Environment

To have a high quality, clean and sustainable environment.

Strategic Objective 6:

Planning to adapt to climate change

Key Performance Question 11 : How well are we planning to adapt to climate change?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 37	Awareness of civil protection arrangements in the area	20.8%			Safer Ryedale Delivery Plan
NI188	Planning to adapt to climate change	Level 0	Level 1	Level 2	Planning SDP
NI189	Flood risk management	100%	100%	100%	Environment SDP

Key Performance Question 12: What development is coming forward and is it in the right areas?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
LPI FP1	New homes built on previously developed	80%	40%		
LPI FP5	% of all development that takes place in market towns and service villages: Housing (was LPI 65a)				Planning SDP

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

Key Performance Question 13 : How well is the quality of the environment in Ryedale being maintained?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 5	Overall/general satisfaction with local area	87%			
NI 138	Satisfaction of people over 65 with both home and neighbourhood	91.6%	-	90%+	
NI 194a	Air quality – % reduction in NOx & primary PM10 emissions through LA's estate & operations				Environment SDP
NI 195a	Improved street and environmental cleanliness - Litter	5%	5%		Environment SDP
NI 195b	Improved street and environmental cleanliness - detritus	5%	5%		
NI 195c	Improved street and environmental cleanliness - Grafitti	0%	5%		
NI 195d	Improved street and environmental cleanliness - Flyposting	0%	5%		
NI 196	Improved street and environmental cleanliness – fly tipping	4	2		Environment SDP
NI 197 LAA	Improved levels of local biodiversity	22.8%			Planning SDP

Key Performance Question 14 : To what extent is civic pride increasing?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 5	Overall satisfaction	87%	-	92%	Council Plan
NI138	Satisfaction of people over 65 with both home and neighbourhood	91.6%	-	90+%	Council Plan

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

Key Performance Question 15 : How well are we encouraging active lifestyles?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 1	% of people who believe people from different backgrounds get on well together	81.1%	-	80%+	Equalities Plan
NI 2	% of people who feel they belong to their neighbourhood	70.8%	-	70%+	Safer Ryedale Delivery Plan
NI 8	Adult participation in sport and active recreation	17.9%	25.7%		Ryedale LAA2
NI 23	Perceptions that people in the area treat each other with respect and consideration	20.8%	-		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	54.4%			Environment SDP
HE LAA L64	% of 5-16 year olds accessing high quality physical education	92%			NY LAA2
LPI SS19	% Improvements to POS quality	0%			Environment SDP
LPI HE1	Satisfaction rates with leisure facilities , %	40%	-	60%	Environment SDP

Key Performance Question 16 : How welcome and safe do people feel in our communities?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
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		2008/9	2009/10	2010/11	
NI 17	Perception of ASB	10.8%	-		Safer Ryedale Delivery Plan
NI 41	Perception of drunk and rowdy behaviour as a problem	21.9%	-		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	75.3%			Environment SDP

Aim 5: To Transform the Council

Strategic Objective 9:

To know our communities and meet their needs

Key Performance Question 17 : What services are important to local people?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
LPI TT4	Top priorities for local people	Place Survey 2008-09 1. Affordable decent housing 2. Public Transport 3. Shopping facilities 4. Job prospects 5. Road/pavement repairs 6. Activities for teenagers 7. Traffic congestion 8. Wage levels/cost of living	-	Place Survey	Council Plan 2009-13
TT1	Overall satisfaction with the authority	49%	-	55%	Council Plan 2009-13
NI 5	Overall satisfaction	87%	-	92%	Council Plan
NI138	Satisfaction of people over 65 with both home and neighbourhood	91.6%	-	90+%	Council Plan

Key Performance Question 18 : How accessible are our services and how well are they improving?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
CAA	Organisational Assessment	Adequate	Good	Good	Council Plan
TT1	Overall satisfaction with the authority	49%	-	55%	
NI 14	Avoidable contact	10.7%			Transformation SDP
CB LAA L41	% of population within 5 miles of a Joint Access Centre.	68.3	(77.1 to Q2)		NY LAA2
LPI TT5	Level achieved - Equality Standard for Local Government	Emerging	Achieving		Organisational Development SDP

Aim 5: To Transform the Council

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

Key Performance Question 19 : How well do we demonstrate leadership?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI 3	Civic participation by group	18.1%			Organisational Development SDP
NI 4	% that feel they can influence local decisions by group	30.9%			Transformation SDP

Key Performance Question 20 : What is our capacity and capability to deliver future improvements?

KPI Ref	Description	Value	Target	Target	Delivery Plan Link
		2008/9	2009/10	2010/11	
NI179	Value For Money	£164,791	£364,000		Finance & Revenues SDP
NI 14	Avoidable contact – Getting it right first time every time	10.7%			Transformation SDP

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	2010-2011	2011-2012	2012-2013	2013-14
	Additional Investment	Additional Investment	Additional Investment	Additional Investment
	Capital £	Capital £	Capital £	Capital £
Aim One To meet housing need	360,000	351,000	360,000	360,000
Aim Two To create the conditions for economic success.	1,050,000	1,950,000	0	0
Aim Three To have a high quality, clean and sustainable environment.	308,000	33,000	5,000	0
Aim Four To have active safe communities	2,338,000	0	0	0
Aim Five To transform Ryedale District Council	1,110,000	640,000	155,000	125,000
Total Additional Expenditure	5,166,000	2,974,000	520,000	485,000

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, Behaviours and Competencies

Our Values and Behaviours

Honesty & Openness

We are open and honest in our relationships and in our communications

Behaviours Include:

- ♥ Sharing information with those who need it
- ♥ Fairness and equity of decision making and treatment of each other
- ♥ Honouring our commitments to each other
- ♥ Fostering open communications

Brave & Decisive

We are willing to make brave decisions, to take on big challenges and see them through

Behaviours Include:

- ♥ Challenging assumptions
- ♥ Pursuing facts and robust evidence
- ♥ Willingness to change
- ♥ Securing strong political support

Positive

We will nurture the positive and celebrate our successes

Behaviours Include:

- ♥ Highlighting good news
- ♥ Rewarding success
- ♥ Building on what works well

Respect

We value every individual, respecting people for who they are and for their unique knowledge, skills and experience recognising they are part of our strength as a team.

Behaviours Include:

- ♥ Sharing ideas to inspire and learn from one another
- ♥ Encouraging participation from all
- ♥ Building strong partnerships

Passionate

We are passionate about our communities and the services we deliver.

Behaviours Include:

- ♥ Listening carefully responding to the needs and expectations of our customers and our community
- ♥ Encouraging creativity and innovation as we constantly seek to improve our services to enhance the quality of life in our community.

Competencies

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

Above all, we are proud, we act with integrity, striving to uphold the highest professional standards, providing sound advice and maintaining our impartiality.

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

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