

**North Yorkshire County Council
Executive
30 January 2018**

**Council Plan 2018 – 2022 and Community Plan
Report of Assistant Director (Policy and Partnerships)**

1.0 Purpose of report

- 1.1 To seek agreement of the Executive to submit to the County Council, for adoption, the refreshed Council Plan.
- 1.2 To seek the agreement of the Executive to submit to the County Council a proposal that the County Council ceases to have a community plan and that the requirement to have a community plan is deleted from the policy framework in article 4 of the Council's Constitution.

2.0 Background

- 2.1 The Council Plan is a key component of the County Council's policy framework, setting out the Council's objectives and how its resources are to be used to deliver those objectives. Ensuring the Plan is developed in a timely and robust manner is essential in order to drive forward the business of the Council and improve performance.
- 2.2 The process is closely allied to the budget setting process as this clearly demonstrates the golden thread running through the Council's objectives, priorities and allocation of resources. For this reason the Council Plan will be submitted to the County Council on 21 February 2018 in tandem with the budget report.
- 2.3 The Council Plan is intended to be the public expression of the County Council's vision and a longer-term strategic document designed to plot the Council's course over the next four years.
- 2.4 The format has remained the same as the previous plan and a light refresh has been undertaken rather than a full rewrite, as the ambitions, priorities, approach and values remain relevant and appropriate. The refresh has focussed mainly on the content under each ambition, however the foreword, data pages and the funding section have also been updated. Updates have been highlighted in yellow.
- 2.5 The funding section will be finalised once the County Council's budget is agreed.

3.0 Development of the Council Plan

- 3.1 The Council Plan has been developed using the agreed process for key cross-cutting strategies with input from all directorates and under the sponsorship of Management Board. The draft has been reviewed by Management Board.
- 3.2 The Council Plan has a number of audiences including elected members, officers, partners, the public, and the Department of Communities and Local Government (DCLG). Efforts have been made to ensure that, as far as possible, the Council Plan is accessible, and of use, to all these audiences.
- 3.3 The Council Plan is the external facing summary corporate strategy. However, a document the size of the Council Plan cannot detail all that the County Council does. Further

information about the County Council's detailed strategies and plans is published in other documents available on the County Council website. The view has been taken that there is little merit in merely replicating elements of these strategies and plans.

4.0 Structure and content of the Council Plan

- 4.1 The Council Plan aims to be a public focussed, easy to read, concise document. In addition to being the public expression of the County Council's vision and ambitions, it also outlines key achievements in the last year, and sets priorities for the period up to 2022.
- 4.2 The Council Plan will be published on the internet and publicised to the public through a range of media, including press releases and North Yorkshire Now (the County Council's email newsletter).
- 4.3 On publication the Council Plan will be strongly promoted internally, in particular in relation to its central place in the service planning process.
- 4.4 The Council Plan will also include details on how resources will be allocated through the Medium Term Financial Strategy (MTFS), revenue budget, and capital plan. These details will be included once they have been agreed by the County Council.

5.0 The draft Council Plan

- 5.1 The draft Council Plan 2018 - 2022, as at 12 January 2018, is attached at Appendix 1.

6.0 Financial implication

- 6.1 The Council Plan will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been set out in the budget report.

7.0 Equality implications

- 7.1 The County Council must demonstrate that it pays due regard in developing its budget and policies and in its decision-making process to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities with regard to the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation. This includes compounding factors such as the rural nature of the county and the cumulative impact of proposals on groups with protected characteristics across the range of services. The impact of decisions on the County Council's activities as a service provider and an employer must be considered.
- 7.2 At the earliest possible opportunity, significant proposed changes in service provision and budget are screened to identify if there are likely to be any equality implications.
- 7.3 If equality implications are identified, the County Council uses an equality impact assessment (EIA) process to support the collection of data and analysis of impacts and to provide a way of demonstrating due regard. EIAs are developed alongside savings proposals, with equalities considerations worked into the proposals from the beginning.
- 7.4 If a draft EIA suggests that the proposed changes are likely to result in adverse impacts, further detailed investigation and consultations are undertaken as the detailed proposals are developed. Proposed changes will only be implemented after due regard to the implications has been paid in both the development process and the formal decision-making process.

- 7.5 Where the potential for adverse impact is identified in an EIA, services will seek to mitigate this in a number of ways including developing new models of service delivery, partnership working and by helping people to develop a greater degree of independent living.
- 7.6 An EIA has been carried out of the overall Council Plan 2018 - 2022 and this is attached at Appendix 2. The specific implications for individual services in relation to refocusing the approach of the County Council are not part of this impact assessment and will be assessed as part of the change process in each directorate.
- 7.7 An overall EIA for the 2018/19 budget has also been carried out and is included within the budget report. This has concluded that our ambitions in the Council Plan are for better outcomes for all North Yorkshire residents despite reductions in local government funding. Our 2020 transformation programme aims to save money but also to make sure we are doing things more efficiently and effectively and that the things we are doing are the right ones.
- 7.8 The anticipated impacts of our ambitions are therefore positive ones. Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.
- 7.9 Given the nature of some specific changes to services there may be adverse impacts particularly for those on a low income and/or living in a rural setting, although mitigating actions may also be identified as part of the process.
- 7.10 As part of our ambitions for North Yorkshire, the high level outcome which prioritises protection for vulnerable people aims to safeguard and improve outcomes for adults receiving social care who tend to be older, and/or people with disabilities, and for young people with vulnerabilities, including those arising from disabilities.

8.0 Legal implications

- 8.1 The Council Plan reflects the legal requirement on local authorities under Section 3 of the Local Government Act 1999 to secure continuous improvement in the way in which it exercises its functions.

9.0 North Yorkshire Community Plan

- 9.1 The Local Government Act 2000 placed a duty on local authorities to prepare a community strategy (later renamed a sustainable community strategy) for their area in consultation with partners and communities. The Local Government and Public Involvement in Health Act 2007 added a further duty to prepare local area agreements (LAAs). The Deregulation Act 2015 repealed both duties, as part of measures to reduce burdens on public authorities.
- 9.2 Within North Yorkshire the county-wide sustainable community strategy is known as the community plan. The current community plan was a refresh of previous plans, following a short consultation with key partners including the Chief Executives Group North Yorkshire and York, and Local Government North Yorkshire and York. The community plan was formally adopted by the County Council and is specifically identified in the Council's Constitution as part of the Council's policy framework.
- 9.3 The current plan (available at <http://nypartnerships.org.uk/nycommunityplan>) set out a vision for North Yorkshire (which the County Council also adopted as its own vision within the Council Plan) and three priorities for 2014/17:
- A. facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership

- B. support and enable North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world
- C. reduce health inequalities across North Yorkshire

- 9.4 Whilst the priorities and actions have been progressed, this activity has not generally been badged as related to the community plan. This is because the priorities are effectively replicated in the Council Plan and delivered by partnership work through the Local Enterprise Partnership, the Directors of Development Group, the Health and Wellbeing Board, the Children's Trust and the County Council's Stronger Communities programme.
- 9.5 Given that the current community plan is badged 2014/17 a decision needs to be taken about whether to refresh the plan or to cease to have a community plan.
- 9.6 Following discussions with partners, principally via the Chief Executives Group North Yorkshire and York, it is proposed to cease to have a community plan whilst ensuring that the current priorities are taken forward through the Council Plan and appropriate partnership mechanisms. There is no significant commitment from partners to refreshing the community plan because the priorities are effectively replicated in the Council Plan and delivered by partnership work through the Local Enterprise Partnership, the Directors of Development Group, the Health and Wellbeing Board, the Children's Trust and the County Council's Stronger Communities programme.
- 9.7 Informal research also suggests that almost all local authorities in two-tier areas in England have ceased to have a sustainable community strategy.
- 9.8 The proposal to cease to have a community plan has been through the County Council initial equality impact assessment screening process (see appendix 3). This concluded that a full equality impact assessment was not relevant or proportionate because the proposal is about reducing duplication regarding priorities and partnership mechanisms; and the proposal does not involve any changes to the priorities, the resources allocated to these or the way in which services are delivered

10 Recommendations

- 10.1 That the Executive approves the draft Council Plan and recommends it to the County Council for approval at its meeting on 21 February 2018, and
- 10.2 That the Executive recommends that the County Council authorise the Chief Executive to make any necessary changes to the text, including reflecting decisions made by the County Council on the budget, Medium Term Financial Strategy and updated performance data.
- 10.3 That the Executive recommends to the County Council that the Council ceases to have a community plan and that the requirement to have a community plan is deleted from the policy framework in article 4 of the Council's Constitution.

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Appendix 1 – Draft Council Plan 2018 - 2022 (attached)

Appendix 2 – Equality impact assessment – Council Plan 2018 – 2022 (attached)

Appendix 3 – Initial equality impact assessment screening form – Proposal to cease to have a community plan (attached)

North Yorkshire County Council

Council Plan 2018 – 2022

Responding to the challenges

We are an ambitious forward thinking organisation, not a Council defined purely by the tough fiscal climate of austerity and spending cuts. We have a clear focus in improving outcomes for North Yorkshire and an enviable track record of delivering on what we set out to do. We also recognise that many of the challenges we face cannot be delivered by a single agency alone. We are proud of our work with partners and communities to innovatively transform services and improve outcomes, underpinned by our strong social and commercial values.

We are a well-connected organisation, and continue to use our influential relationships to lobby for the best interests of North Yorkshire. However, our success is driven through the commitment of our staff and partners to deliver great outcomes across the County, supported by the successful 2020 North Yorkshire change programme, which commenced in 2014.

Transformation of our Adult's and Children's social care services, to a model based on prevention, rather than reactive support when things go wrong, has been recognised as sector leading best practice, delivering better outcomes for people and better value for money for the Council and partners in the National Health Service.

Our innovative role in developing connected and resilient communities, has seen tangible growth in community capacity and social action, delivered by our Stronger Communities programme. Our library service has undergone a significant and successful transition to a community led model, ensuring precious assets remain at the heart of communities.

The Council's new Growth Plan consolidates our relationship with the Local Enterprise Partnership, and recognises the economic and wider social benefits of a strong economy. Our recent annual Partnership Conference focussed on the wider benefits of inclusive growth.

Customer focus has remained a strong theme for our change programme. We have worked hard to ensure that as an organisation we understand the needs of our customers, communicate effectively with them, and maximise the use of customer feedback to improve services.

We continue to use innovation and enterprise to become a more ambitious and commercial Council which manages costs and generates its own income. We already sell a number of services to other organisations on a commercial basis through the Brierley Group, with a turnover of approaching £100m making a contribution of £5.8m towards the costs of the council annually. Further developments are planned to extend our existing traded offer and to support new house building.

As we reach 2020 and reflect on our successes, we will not be complacent about our future. We have more to do as a County Council, and with partners, to deliver even better outcomes. Some significant steps have already been made, but we want to achieve even more. Our ambitions are set out in this plan, and our commitment to delivery will continue to be unwavering.

We have set out our ambitions for the economic growth of the county over the next 20 years in our new Growth Plan. We aim to increase the number of good-quality jobs, improve access to economic opportunities for people right across the county and increase average wages. Actions to achieve these aims include seeking further investment to continue improving mobile phone and broadband coverage, investing in road and rail infrastructure and supporting development of the type of housing suitable for a developing workforce.

This year we have also set out an ambitious new plan to improve life chances for children and young people across the county - Young and Yorkshire 2. Its priority, that children and young people should lead happy, healthy and achieving lives, remains the same as the previous plan. But it calls to action a wide range of partners – schools, families, communities, business, statutory agencies and voluntary groups – to be even more ambitious in tackling some of the more difficult challenges that can limit children’s life chances, be it the school they go to, the place they grow up in, or the circumstances of individual young people and their families.

In addition to our core focus on enabling people to live independently by providing care and support where they live and targeted support when they need it, we are committed to greater health and social care integration and continue to work with health partners to improve performance related to delayed transfers of care, and support for people.

We will continue to work in partnership with communities to support important services in their local areas, such as libraries, community transport, services for children and young people and for older people and vulnerable adults.

With demands for services continuing to grow, we know that we have some very difficult decisions to make about some of the services we provide. However we are working hard to ensure that we can make these savings while minimising impacts on services where we can, particularly for the most vulnerable people in our communities. We will continue to place emphasis on our preventative services, whilst working hand in hand with partners to ensure we can continue to provide timely and effective outcomes for our customers. We know we need to work differently internally and our programme of change will see the County Council becoming smaller, continuing to reduce the cost of back office, management and administrative functions, and becoming more flexible and agile.

Following the Chancellor’s budget announcements we know that the long term financial position for the Council remains largely unchanged so we must remain focused on our 2020 North Yorkshire change programme and our need to save £43m by 2019/20, taking our total savings to £169.4m over a decade (a reduction of 34 per cent in our spending power).

This plan sets out our vision for tackling the challenges we face, our ambitions for North Yorkshire, and the approach we are taking to achieve them. Please let us know what you think using the contact details on the last page of this document.

Councillor Carl Les, Leader of the Council, North Yorkshire County Council

Richard Flinton, Chief executive North Yorkshire

Delivering services in North Yorkshire

North Yorkshire is England's largest county and covers 3,103 square miles, stretching from Scarborough on the North Sea coast to Bentham in the west and from the edge of Teesside to south of the M62.

It is a culturally and economically vibrant county with high quality landscapes and heritage, high standards of education provision and a diverse and strong local economy – all of which make it an extremely attractive place to live and work in and to visit. There are some challenges for service provision, however, including the rural nature of much of the county. We also have an ageing population and many younger people leave the county following secondary and further education. Affordable housing is an issue as housing costs are relatively high when compared to wages.

We provide services across the whole of the county, and understand the importance of local service provision. The vast majority of our staff are working on the frontline within local communities. Our Stronger Communities team also works with community groups and the voluntary and community sector to establish local community run services

(Map of North Yorkshire)

Population approx. 600,000.

People who are 65 years old and over make up 23.7% of our population. This compares to 17.9% in the population of England as a whole. North Yorkshire has a lower proportion of young people than the national average – 25.8 % under 25 compared to 30.2% nationally.

We provide a wide range of services, including:

- Schools
- Children's centres;
- Children's social care, including adoption and fostering;
- Youth services;
- Adult social care services
- Public Health, working to improve people's health and wellbeing;
- Registration of births, deaths and marriages;
- Adult education;
- Libraries;
- Roads, bridges, street lighting, public rights of way
- Public transport;
- Trading standards and consumer advice;
- Heritage and countryside management;
- Disposal and recycling of household waste;
- Planning authority for minerals and waste issues; and
- Emergency planning

More information and statistics about North Yorkshire can be accessed here.

<https://www.datanorthyorkshire.org/>

More details of services we currently provide can be found here.

<https://www.northyorks.gov.uk/>

Key stats to be illustrated with infographics

We provide services for 3,937 older people and 1,289 adults with disabilities to help them to live at home.

We have completed 22 extra care housing schemes in North Yorkshire. By 2021 we will have completed at least seven further schemes.

In 2016/17 our reablement team spent 121,000 hours helping people to regain independence in their own home following either discharge from hospital or another significant event.

Following a period of reablement, 80% of those people successfully maintain their independence in their own home.

There are more than 360 schools serving around 80,000 children and young people of compulsory school age. 88% of our primary schools and 91% of our secondary schools are graded as good or outstanding

The number of looked after children has reduced by 12.3% since 2012/13

3,341 children across more than 2,400 families are being worked with through the Prevention Service

The 2017 GCSE results were the best ever placing us top in the Yorkshire and Humber region and in the top 15% in the country.

7,724 children receive Special Educational Need support and 2,500 are on a statement or Education, Health and Care Plan

We have responsibility for approximately 9230 km of road (which would cost £9bn to construct from new).

The 2017 survey of our surfaced road network suggests that we consider maintenance on 12.4% of the network. We calculate a total maintenance requirement of £750m.

We are directly responsible for 6110 km of public rights of way, and we have delegated responsibility for paths in the national parks to the National Park Authorities.

We currently own and maintain 1638 bridges across the county. In 2016/17 we carried out 18 major and 15 minor maintenance works - a total spend of £ 2.5m

Vision, approach and values

Our vision

We have developed a shared vision with our partners as part of the North Yorkshire Community Plan:

'We want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit.'

In order to achieve this vision we have developed the following approach.

Our approach

- To lead on delivering the vision:
 - making sure that we identify and understand the key issues for people and places in North Yorkshire;
 - making sure that we have strategies, developed with communities and partners, in place to tackle these; and
 - making the case for North Yorkshire.
- To enable individuals, families and communities to do the best for themselves:
 - supporting empowered communities to provide a range of services for local people that fully utilise all local assets, prevent loneliness and support troubled families, and contribute to healthier lifestyles; and
 - providing self service facilities and ready access to relevant information – enabling customers to access information, check eligibility, carry out a self-assessment, make appointments, make online payments, and request simple services themselves.
- To ensure cost effective and efficient delivery, or commissioning from those who are best placed to deliver, of:
 - services to the most vulnerable people; and
 - high priority services that enable a thriving county.
- To analyse our performance, use this to become better at what we do, and share with you how we are doing.

In order to achieve our vision we will need to continue to have open discussions with communities so that there is a shared understanding of what realistically can and cannot be funded or provided directly by the Council. Our [equality objectives](#) give more detail of specific work to make sure that our services continue to meet the needs of different groups in our communities.

We will also need to carry out effective media and communication campaigns to make sure that the Council is seen as relevant by local people and is demonstrating how working differently can deliver key outcomes.

Our Values

Customer focus – putting the customer at the heart of everything we do.

Care and respect – treating people as individuals and with courtesy, seeking to understand how others see things, and valuing their contribution.

Innovative and can-do attitude – seizing opportunities to do things better and taking responsibility to see things through.

Honesty – being clear about what we are able to deliver and that we must live within our means.

One team – one council working with partners and communities.

Valuing our staff – supporting and enabling them to perform at their best.

Valuing local democracy – strengthening community leadership and delivering what has been agreed.

A council for the future

Looking forward to 2022 we can see that many of the services we currently deliver will continue to be vital for North Yorkshire. In addition, the Council will need to provide leadership to help tackle some of the on-going issues that affect the lives of people within the county. So, how can we deal with all of these expectations at a time when the available resources are reducing substantially?

By providing cost effective, targeted services

With reducing budgets it is more important than ever for us to deliver cost-effective services that provide value for money. To ensure that we can continue to do this we have undergone great changes in the last few years, and we anticipate that this will continue. Managing these changes well and ensuring that the customer is at the heart of everything we do is vital.

We will use our reduced funding wisely and we will not avoid making difficult decisions, when this is necessary. However, we will, as we have in the past, make every effort to minimise impacts on front line services. Where we are unable to do this, we will be honest about reductions and explain why we feel these are necessary. We know from your responses to previous consultations that protecting the most vulnerable in our communities is important to you, and we will target our support to the people who need our help most.

By tackling challenges and making the most of opportunities

Providing services for such a large, rural and often sparsely populated county, has always been a challenge, as costs are often higher. Many of our particular challenges are associated with our geography and demographics.

The proportion of the population who are older is higher in North Yorkshire than the national average, and each year this is increasing. With this increase, the amount of care and support which the council must provide increases too. By 2020 a quarter of our total population in the county will be aged over 65.

To cope with this demand and with other pressures such as children's social care, we are, as a council, focussing on prevention. Working with individuals, families and communities to support them to be independent and to keep them healthy and safe will mean that they will be less reliant on our services in the future.

For example, our Living Well team work with individuals (and their carers) who are on the cusp of becoming regular users of health and social care services by helping them access their local community and supporting them to find their own solutions to their health and wellbeing goals. They help to reduce loneliness and isolation and prevent or resolve issues for people before they become a crisis. We are ambitious in wanting to extend the reach of this work to all parts of the county, working closely with Stronger Communities, extending our Extra Care programme and developing a model for the future of supported housing funding.

The Public Health team also has a focus on preventing illness and, as part of their role, work to help people adopt healthy lifestyles. This team works across the board with all ages and all communities, but particularly aims to reduce the health gap between the most advantaged and disadvantaged groups in our county.

We commission a number of services from external providers, both private sector and voluntary sector, and we are committed to improving outcomes, investing in the local economy and achieving value for money through this process. However, a range of factors, including the rural make-up of the county, have an impact on the market's ability to fulfil our needs. We are implementing initiatives to address market failure associated with domiciliary care and early years' services provision to try to meet this challenge.

Maintaining the highway network which consists of over 9000km of road, much of it in rural locations, is clearly a challenge with diminishing budgets, as is maintaining sustainable public transport and access to

services. We have been successful in gaining additional funding for highway maintenance over the last few years and our growth deal, referenced below, has led to £48m investment in highways maintenance. We have also improved the efficiency and prioritisation of our repairs programme to make it more cost effective.

Support for community transport schemes which can supplement commercial bus services in the county is also a key priority, and work is underway to increase the number of schemes available which can provide a wide range of accessible services.

We are already successful in delivering a range of commercial services and are positioning ourselves to take advantage of further opportunities in this area by developing a commercial strategy. We believe this will help make our services more resilient and provide more job opportunities, as well as being able to provide value for money services. It will also help us to address some of the issues, such as housing, which can help our communities thrive and grow.

Working in partnership with other organisations in the public sector, including NHS clinical commissioning groups and NHS provider trusts, district and borough councils, police and fire and rescue services, is vital to ensure that services are joined-up and ensure an excellent customer experience. It also offers opportunities to save money and improve efficiency by sharing buildings and functions, and we are seeking out and embracing these opportunities where we can. Our work with Selby District Council – known as Better Together – has covered a wide range of projects, sharing staff, expertise and skills, since it began in 2013

By rethinking our role and focussing on clear priorities

The role of the council is changing. We will no longer be able to provide some services that we have traditionally provided and some will be significantly reduced. We know we need to be absolutely clear on our intention and the level of support that we are able to provide. For example, we have already transferred a large number of libraries from being run by the Council to being run by communities. We will continue to work in partnership with communities to enable them to do more and our Stronger Communities team is providing support, guidance and, where needed, funding to make this happen.

Our priorities must focus on where we can provide leadership and advocate for North Yorkshire, and where intervention is needed to overcome some of the on-going issues that affect the lives of people within the county. The cornerstone of this approach is helping to shape the sort of place we would like North Yorkshire to be, and supporting and promoting inclusive economic growth which provides benefits for all our communities across North Yorkshire. Without this they will not thrive and achieve their full potential, with the resulting impact on demand for public services.

This is an area, working with the Local Enterprise Partnership (LEP), where we must actively influence the agenda. Our support of the LEP has helped to achieve a £122m growth deal for the county, and continuing this support is a clear priority for the future.

We have identified some important ambitions which we will work towards, through leadership, through enabling individuals, families and communities to do the best for themselves, and through the delivery of services to the most vulnerable people and high priority services that enable a thriving county. We will ensure that our workforce is appropriately skilled, supported and empowered to deliver our ambitions, and to understand and embrace the changing role of the council. We place a high priority on training and staff development and our centralised training and learning function has improved efficiency. We have also invested creatively in management development so that we have leaders of the future who are able to be modern managers in a modern council.

Our ambitions are explored in more detail over the following pages, including recent progress, and priorities for the next four years

Key ambitions for the Council, high level outcomes, key strategies, progress and priorities

Key ambitions for the Council	Key partnership strategy	High level outcomes	Priorities for next four years
<p>Every child and young person has the best possible start in life</p>	<p>Young and Yorkshire 2 – children and young people’s plan</p> <p>https://www.northyorks.gov.uk/young-and-yorkshire-2</p>	<p>A healthy start to life with safe and healthy lifestyles.</p> <p>Education as our greatest liberator with high aspirations, opportunities and achievements.</p> <p>A happy family life in strong families and vibrant communities.</p>	<p>Work with school leaders to deliver a strong and highly effective sector-led system so all children go to a school or setting that is good or outstanding supporting children to make the best start to life in their early years, thrive during their school years, and go on to make good career choices and access relevant skills or higher education programmes.</p> <p>Ensure high quality local provision that meets the identified care and educational needs of children and young people with special educational needs and disability to improve their lifelong outcomes and ensure that they are able to live fulfilling lives with opportunities to make choices about their future and control of their support.</p> <p>Safeguarding children and supporting families in difficulty to ensure they receive help at the earliest opportunity so that children are protected and families can thrive. Where it is unsafe for children to stay at home, we will provide safe, stable and secure permanence arrangements and ensure that children are well supported to leave the care system.</p> <p>Enabling more children and young people to lead lifelong healthy lifestyles with improved mental and emotional health, and reduced health inequalities.</p>

Highlights from recent progress

We have:

Partner in Practice

The Council was designated as a Department for Education Partner in Practice (one of seven Local Authorities nationally) in 2016. Funding from the programme has enabled the No Wrong Door programme to be extended to Care Leavers and children with Social, Emotional and Mental Health (SEMH) needs. The extensions are aimed at improving the long-term outcomes for young people in these 'at risk' cohorts by providing a comprehensive package of support to help children with SEMH needs engage with school and help care leavers prepare for adulthood.

Prevention and Safeguarding

The Prevention Service continues to provide targeted early help to a high number of children, young people and their families, working with 3,331 children across almost 2,400 households (as of October 2017). The Youth Justice Service has recently integrated with the Prevention Service to provide better early help and improve the joined-up approach to reducing and preventing offending behaviour in young people.

Our Looked After Children's service continues to perform strongly. Whilst the national trend for the number of Children in Care is increasing, North Yorkshire continues to see the number of Looked After Children safely reduce, to 409 children (including 24 Unaccompanied Asylum Seeking Children) as of October 2017. As the number of children in care continues to reduce, it is reassuring to know that the safety of the child remains at the heart of everything we do. We ensure that children are not discharged prematurely from care and that children are still placed in care if that is the most appropriate way of protecting the child.

The Multi-Agency Safeguarding Team was awarded partnership of the year by the Local Government Chronicle (LGC) in one of the most coveted awards available to local authorities.

Educational outcomes

The 2017 attainment results have improved in every Key Stage. The percentage of children achieving a Good Level of Development at the Early Years has improved steadily and is above the England average. At Key Stage 1 North Yorkshire is marginally below the national performance, but is showing a greater rate of improvement when compared to the national improvement. For Key Stage 2 the rate of improvement was slightly below the national rate of improvement and North Yorkshire remains below national performance. At Key Stage 4 (GCSE) results were the best ever placing us top in the Yorkshire and Humber region and in the top 15% in the Country. Despite progress the achievement of our most disadvantaged young people still does not yet match that of their peers at all key stages and this remains an area of focus. The Achievement Unlocked Collaborative Partnership has been established to address the issue and there are early indications that it is having a positive impact. The North Yorkshire Coast Opportunity Area will deliver interventions aimed at improving outcomes in some of our most deprived communities.

Special Educational Needs and Disability (SEND)

A new strategic plan for SEND provision is currently in development, following a comprehensive review of the service, to re-design educational provision for children with SEND. The plan is being informed by the evidence of need, including forecasting future demand, and through input from a range of stakeholders at the local level. The fundamental principle behind the new approach is that the Council provides the right provision, in the right place, at the right time to ensure that the majority of children and young people can be educated locally in North Yorkshire.

Key ambitions for the Council	Key partnership strategy	High level outcomes	Priorities for next four years
<p>Every adult has a longer, healthier and independent life</p>	<p>North Yorkshire Joint Health and Wellbeing Strategy</p> <p>http://nypartnerships.org.uk/jhws</p>	<p>Vulnerable people are safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse.</p> <p>People have control and choice in relation to their health, independence and social care support.</p> <p>People can access good public health services and social care across our different communities.</p>	<p>Prevention – Supporting people to live longer, healthier lives, independently in their own homes by preventing, reducing and delaying the need for longer term social care services.</p> <p>Extra Care – expanding the scale and scope of the programme to provide opportunities for more people in different parts of the county to live more independently and to provide wraparound health and social care services to support the discharge to assess pathway</p> <p>Strength-based approach – working together with people to find ways to help them that draw on their strengths and assets, and includes what others around them, in their relationships and their communities, are or could be doing to support them.</p> <p>Integration – Working with the NHS to develop integrated models of commissioning and service delivery in each area of North Yorkshire, to ensure that the people of North Yorkshire have a cost efficient, effective and joined up health and social care provision.</p> <p>Care Market – Working with a range of organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative care market that meets the varied needs of the people of North Yorkshire and ensures quality and dignity for all.</p> <p>Workforce – ensuring social care teams have a full complement of staff with the right mix of skills and experience to fulfil the roles required for the new delivery model to operate effectively.</p>

Highlights from recent progress

We have:

Strengthened prevention services

- Supported people to live healthy lives through our Living Well Service and have expanded the service to work more closely with GP's and community groups.
- Supported the Innovation Fund that provided grants to 9 organisations to deliver innovative projects to help prevent, reduce and delay the demand for statutory services, with a focus this year on working with those with mental health issues, learning disabilities and autism.

Increased support for people to remain independent

- Opened new Extra Care schemes in Leyburn and Pickering, and started work on schemes in Helmsley, Starbeck and Boroughbridge. Extra Care's capacity has increased to 22 schemes across the county, providing 1,111 units of extra care accommodation.
- Progressed plans to deliver on the ambition for more people to benefit from the Extra Care programme, with work started on plans to replace older people's homes in Bedale, Filey, Malton, Skipton and Whitby

Improved the integration of health and social care services

- Developed seven units of step up step down accommodation based within the Extra Care estate and jointly commissioned and funded support with the CCG in Hambleton, Richmondshire and Whitby area. This forms an integral part of the discharge to assess pathway enabling wrap around health and social care services to deliver excellent out of hospital care. This also includes the first palliative care unit to provide end of life services to people and their families in a home based setting.
- Worked with health partners to support the Transforming Care programme, and reduce the number of people with Learning Disability and Autism who are staying in hospital settings.
- Undertook a 'deep dive' into end of life care in North Yorkshire as part of the Joint Strategic Needs Assessment.

Improved public health

- Launched a ten year strategy to tackle overweight and obesity across North Yorkshire focusing on maintain a healthy weight throughout life through a combination of healthy food, physical activity and creating a healthy culture and environment.
 - Produced an annual progress report to show how we are implementing the Alcohol Strategy 2014-2019. Brief Advice (IBA) is being provided by GPs and pharmacies across the County. Bespoke training on alcohol issues has been offered to GPs and was positively received.
 - Participated in the National Diabetes Prevention Programme (NDPP). This Programme is part of the 'Healthier You: National Diabetes Prevention programme, that is part of a wider package of measures to support people with diabetes and those on the cusp of it, to stay fit, well and prevent further deterioration.
-

Key ambitions for the Council	Key partnership strategy	High level outcomes	Priorities for next four years
<p>North Yorkshire is a place with a strong economy and a commitment to sustainable growth that enables our citizens to fulfil their ambitions and aspirations.</p>	<p>York, North Yorkshire and East Riding Local Enterprise Partnership Strategic Economic plan http://www.businessinspiredgrowth.com/wp-content/uploads/2017/01/2017-Annual-Report-Making-A-Real-Difference-Email-Version.pdf</p> <p>Growth Strategy https://www.northyorks.gov.uk/sites/default/files/fileroot/About%20the%20council/Strategies,%20plans%20and%20policies/A%20Plan%20for%20Economic%20Growth%202017.pdf</p>	<p>A larger business base and increased number of good quality jobs in North Yorkshire.</p> <p>People across the county have equal access to economic opportunities.</p> <p>Increased overall average median wage.</p>	<p>Creating high quality places and increased housing provision – in partnership with District Councils, National Parks, Local Enterprise Partnership and Local Nature Partnership – by supporting the delivery and development of housing and employment sites, and the regeneration of town centres.</p> <p>Delivering a modern integrated transport network – delivering our Strategic Transport Prospectus and Local Transport Plan, connecting North Yorkshire to the rest of the North and the UK.</p> <p>Increasing skills levels and ensuring that the workforce meets the needs of North Yorkshire – ensuring that there is a clear pathway for young people from education to training and employment, and other actions to support the development of a workforce that meets the social and economic needs of the county.</p> <p>Keeping the workforce healthy and happy – by supporting initiatives, including adult health, social care and road safety, that promote good mental and physical health in people of all ages.</p> <p>Creating the right conditions for business growth and investment – by promoting it as a vibrant, high value location with high quality provision of education and skills and distinctive local places with an excellent quality of life offer, a high quality transport and communications network.</p>

			<p>Enhancing the environment and developing tourism and the green economy – by promoting and improving the county’s environmental, ecological and heritage assets to deliver a high quality natural and built environment, and by supporting low carbon energy generation and the development of economically, socially and environmentally sustainable local communities.</p>
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Delivering a modern communications network – working to support the roll out of latest broadband and mobile communications technology to 100% of the County’s residents.

Highlights from recent progress:

We have:

Growth

The £146m YNYER Local Growth Fund (LGF) programme (2015-2021), managed by the YNYER LEP, has hit target profile for its first two years and is on course to hit its target again at the end of year 3 (17/18). The Fund has provided temporary funding to NYCC to carry out highway improvements across the county, and has made numerous investments at specific sites such as North Northallerton and Catterick housing provision, flood alleviation work at Skipton, skills capital schemes at Selby, Harrogate and Scarborough colleges, Malton agri-business park, road schemes at Dalton Bridge and J47 of the A1(M). A full report on the LGF programme is available from the LEP.

NYCC and YNYER LEP have submitted responses to the government’s industrial strategy green paper and housing white papers, to try to influence central government direction in these policy areas. We also continue to support the significant policy and funding potential of the Northern Powerhouse initiative.

NYCC highways have started a review of their policies and processes to ensure that they do not act as a barrier to business growth. Over 3030 business have accessed practical advice from the LEP in the first half of 2017/18. NYCC Trading Standards have signed up nearly 70 businesses for paid advice on meeting their compliance requirements. Business formation and employment is strong but wage growth and productivity are growing slower than the national average.

The YNYER LEP are working with other rural LEPs and are engaging Local Authorities across Yorkshire to understand the likely impact of Brexit on rural areas and to identify future opportunities.

Highways

NYCC has invested heavily in its rural roads, with their condition (measured by an annual full network survey) having improved from 25% in need of repair in 2014 to 18% in need of repair in 2016. Residents’ satisfaction with road condition rose to the national average in the 2017 NHT national transport survey, bucking a negative national trend.

Becoming more digital

NYCC has started to work with the mobile operating companies to map mobile coverage across the county, in order to fully understand the nature of current coverage and not-spots. NYCC have bid for LGF funding to deliver appropriate mobile infrastructure (which will need to plug different gaps in different areas).

Environmentally sustainable

NYCC is working with the LEP as well as East Riding, York and Hull councils, utilities and private sector companies, towards an environmental investment plan. Once in place this would help ensure that growth and development are environmentally sustainable and don't come at the expense of the natural environment that is a crucial part of the county and region's attractiveness.

Housing

Housing build rates overtook the national rate in 2016. Despite this housing affordability levels fell between 2013 and 2016, with housing in Craven, Hambleton, Harrogate and Ryedale less affordable on average than the national rate. YNYER LEP is working with District Council partners and the County Council on actions aimed at driving up completion rates.

NYCC is working with its partners and the Homes and Communities Agency to develop a bespoke housing deal for York, North Yorkshire and the East Riding, with potential to attract funding, resources and potentially land to develop a mix of affordable, shared ownership and market housing.

Key ambitions for the Council	High level outcomes	Priorities for next four years
<p>We are a modern council which puts our customers at the heart of what we do</p>	<p>Customers easily and effectively access the County Council services they need.</p> <p>More resilient, resourceful and confident communities co-producing with the County Council.</p> <p>We have a motivated and agile workforce working in modern and efficient ways.</p> <p>Staff and Councillors are supported by professional services to work in an effective and efficient way as possible</p>	<p>Make sure we understand the needs of our customers and communicate effectively with them and maximise the use of customer feedback to improve services.</p> <p>Review and challenge the way services operate to make sure productivity is increased and delivery is optimised for customers, including:</p> <ul style="list-style-type: none"> - Supporting staff and councillors to make effective decisions based on a thorough understanding of performance and customer perceptions - Providing professional support to optimise delivery models and tackle issues - Maximising the delivery of traded services to reduce financial pressure on core services - Seeking efficiencies in all service delivery <p>Support new and existing community provision of services through our Stronger Communities programme, including:</p> <ul style="list-style-type: none"> - Community libraries - Community led prevention services that help to improve health and reduce, prevent or delay demand for social care services - Opportunities for children and young people - Community transport - Launch a community support and volunteering section on the Council website to include a toolkit for community and voluntary groups interested in managing services <p>Embed the principles of modern council into our everyday activities so they become the way we do things and how we support service delivery:</p> <ul style="list-style-type: none"> - New ways of working to support a culture of innovation,

continuous improvement and commercial awareness.

- New innovative models of service delivery with partners.
- Improved use of technology to enhance the way we work and support people.
- Making best use of our workspaces so that they are all accessible and have appropriate facilities to support agile ways of working.

Ensure we have the numbers of staff and skills we need to meet service and customer demand through workforce and succession planning.

Promote attractive career opportunities including apprenticeships and graduates, working with educational institutions to ensure the supply of appropriate skills.

Highlights from recent progress

We have:

2020 Modern Council

The 2020 Modern Council theme which is being recognised throughout the public sector nationally continues to make significant progress in the ways that we work. Improved technology has included the introduction of “unified messaging” that integrates the email and telephone systems to make the handling of missed calls more efficient; Communication, Information and Technology (CIT) equipment to improve the audio-visual performance of Skype in meeting rooms and the introduction of Skype Discussion Rooms that enable the effective collaboration of people separated by time or distance.

Property

Ongoing work to improve the facilities at Jesmond House in Harrogate plus North Yorkshire House and Castle House in Scarborough.

Graduates and Apprenticeships

Successful graduate and apprentice recruitment campaigns over the summer, and the Make Care Matter recruitment campaign which aims to raise awareness of careers within the care sector and attract people to apply to work in the sector locally

Workforce

Our knowledge of the views and experiences of the workforce has been enhanced by the 2017 staff survey (Voice Your Views) which had a 45% response rate and saw an improvement in 35 out of 49 questions.

Communities

Ongoing work to make the communities of North Yorkshire more resilient and resourceful has resulted in all North Yorkshire libraries are now operating under full community management or with volunteer support; a new online community directory (North Yorkshire Connect) went live in September; 500 attendees at the 10 stronger communities roadshows; and 102 nominations being received for the 2017 Community Awards.

Our Funding

Same format as previous plan. To be added after the budget is agreed by full Council in February 2018.

- Revenue spending
- Council tax
- Savings to be found
- Capital spending

Contact us

North Yorkshire County Council, County Hall, Northallerton, North Yorkshire, DL7 8AD

Our Customer Service Centre is open Monday to Friday 8.00am - 5.30pm (closed weekends and bank holidays).

Tel: 01609 780 780

email: customer.services@northyorks.gov.uk

web: www.northyorks.gov.uk

If you would like this information in another language or format please ask us.

Tel: 01609 780 780

email: customer.services@northyorks.gov.uk

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated May 2015)

Council Plan 2018 - 2022

If you would like this information in another language or format such as Braille, large print or audio, please contact the Communications Unit on 01609 53 2013 or email communications@northyorks.gov.uk.



যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو براۓ مہربانی ہم سے پوچھئے۔

Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people to find completed EIAs we also publish them in the Equality and Diversity section of our website. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.

Name of Directorate and Service Area	Strategic Support Service, Central Services
Lead Officer and contact details	Louise Rideout, Senior Strategy and Performance Officer, 01609 798009 louise.rideout@northyorks.gov.uk
Names and roles of other people involved in carrying out the EIA	
How will you pay due regard? e.g. working group, individual officer	This overarching EIA has been carried out by an individual officer with advice and assistance from colleagues in the Corporate Equality Group. Individual EIAs have or will be carried out on each of specific service changes related to the council's priorities for

	the next four years, and the methods used will vary appropriately.
When did the due regard process start?	October 2017

Section 1. Please describe briefly what this EIA is about. (E.g. are you starting a new service, changing how you do something, stopping doing something?)

The Council Plan is the County Council's overall high level strategic plan. It is the public facing document expressing the Council's 2020 vision for modernising and refocusing the organisation to enable it to achieve the major budget savings which will be required.

The Council Plan is also the key strategic document which sets the performance framework for all Council services. As such the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.

Individual elements of the Plan are also subject to specific and separate impact assessments as part of the budget decision making process. Members in agreeing the budget will also take into account compounding factors, such as the rural nature of the county.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (e.g. to save money, meet increased demand, do things in a better way.)

The purpose of the plan is inform stakeholders including elected members, officers, partners, the public, and the Department of Communities and Local Government about the Council's vision, how the Council sees its role going forward and the priorities for this smaller, more focussed organisation. This vision has been developed in response to cuts to local government funding so saving money is clearly a vital outcome but the County Council's 2020 transformation programme also grasps the opportunity to achieve efficiencies and improve the customer experience, where this is possible. The plan gives performance information, plans for the coming year and the budget position.

Section 3. What will change? What will be different for customers and/or staff?

Our approach in the Council Plan focuses on providing leadership on the key issues for people and places in North Yorkshire, enabling people to do more for themselves, and ensuring the delivery of infrastructure services to enable a thriving county and services to the most vulnerable people.

General changes will include:

- The council will no longer be able to provide some services that it has traditionally provided
- Some services will be significantly reduced
- Some services will be community run or delivered by organisations other than the council
- Some eligibility thresholds for support will be higher
- There will be more need for customers to self-serve using digital technology
- The council will employ less staff

Specific changes to services are being developed as part of the Council's 2020 transformation programme and for each project within this programme due regard will be paid to equalities. This will include separate equality impact assessments where screening suggests this is necessary, and where relevant, consultation. Work to assess cumulative impacts of the programme through aggregation of information from these individual assessments is on-going. A summary of equality impacts for projects with savings in 2018/19 is provided with the budget papers and documentation evidencing due regard is provided, through a web link, for all projects.

To meet the challenge of substantially reduced government funding, we expect to need to save about a further £43m over the next three years, taking our total savings to £169.4m over a decade (a reduction of 34 per cent in our spending power).

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

Our vision, approach and values were subject to consultation in 2014 and were changed to reflect responses received. Individual consultations are undertaken on specific proposals, where appropriate, and the responses from these consultations are incorporated into individual EIAs.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

Please explain briefly why this will be the result.

The Council Plan 2018 – 2022 will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been identified during development of the Medium Term Financial Strategy.

Section 6. How will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
The ambitions expressed in the Council Plan aim for better outcomes for everyone in North Yorkshire.				
Age		X		<p>North Yorkshire has a lower proportion of young people than the national average – 25.8% under 25 compared to 30.2% nationally¹. In 2016 1.7% of 16 – 17 year olds were identified as NEET (Not in Employment, Education or Training). The percentage of all young people in the UK who were NEET was 4.3%². Nationally the unemployment rate for 16-24 year olds is high. The unemployment rate for people aged 16 and over for the UK was 4.3%, for the period August to October 2017.²</p> <p>The outcomes we want for children and young people include great education, good career choices with access to relevant skills, living safely and happily, and being healthy. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p> <p>23.7% of the county's adult population is over the age of 65. This is higher than the national percentage (17.9%) and every year the population of older people increases, and with it the demand for the care and support which the council</p>

¹ Office for National Statistics Population Estimates mid-2016

² GOV.uk end 2016

				<p>provides. By 2020 25% of our total population will be aged 65+ and 3.5% aged 85+.</p> <p>Our ambitions for older people are that they have control and choice in relation to their health, independence and social care support, and can access good public health services and social care. We also want vulnerable people to be safe, with individuals, organisations and communities all playing a part in preventing, identifying and reporting neglect or abuse. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Disability		X		<p>North Yorkshire has the same proportion of people with a disability or long term limiting illness (17.5%) as the national average³.</p> <p>Our ambitions for disabled and other vulnerable people are that they will be safe, live longer, healthier, independent lives and that we ensure that people have more choice and control over support to meet their social care needs. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
Sex (Gender)	X			<p>At county level the proportion of females is slightly higher (50.7%) than that of males (49.3%)⁴. This pattern is reflected across all districts, with the exception of Richmondshire where the large number of predominantly male military personnel have the effect of reversing the proportions.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Race	X			<p>North Yorkshire has a much lower proportion (2.65%) of Black or Minority Ethnic (BME) citizens than the national average (14.57%)⁵ according to the 2011 census.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Gender reassignment	X			<p>The Gender Identity Research and Education Society (GIREs) suggests that across the UK 1% of employees and service users may be experiencing some degree of gender variance. At some point, about 0.2% may undergo transition (i.e. gender reassignment). Around 0.025% have so far sought medical help and about 0.015% have probably undergone transition. In any year 0.003%</p>

³ 2011 Census

⁴ Office of National Statistics Mid-2015 population estimates

⁵ 2011 census

				<p>may start transition. We have no evidence to suggest that this is not the case in North Yorkshire.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Sexual orientation	X			<p>The government estimates that 5 – 7% of the population are gay, lesbian or bisexual. We have no evidence to suggest that this is not the case in North Yorkshire.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Religion or belief	X			<p>North Yorkshire has higher levels of Christians (69%) than the national average (59%), and lower levels of all other religions than the national average. Percentages of those with no religion or not stating their religion are broadly similar to the national average⁶.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Pregnancy or maternity	X			<p>In 2015 there were 5643 live births in North Yorkshire. The conception rate per 1000 for 15 – 17 year olds was 17. This is below the rate for England (26). In 2016 5023 live births (87.9%) were to mothers born in the UK. 689 live births (12.1%) were to mothers born outside the UK. In 2016 36 live births (3.7 per 1000) were to mothers under 18.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Marriage or civil partnership	X			<p>A higher percentage of North Yorkshire's population is married or in a civil partnership (53.7%) than the national average (46.8%)⁷.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>

Section 7. How will this proposal affect people who....?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
..live in a rural area?		X		The population in North Yorkshire is generally sparser than the national average (0.74 people per hectare as opposed to 4.07 nationally). In some parts of the county this is lower still (Ryedale 0.34,

⁶ 2011 census

⁷ 2011 census

				<p>Richmondshire 0.39)⁶. Distance travelled to access services is further than the national average. The Lower Super Output Area (LSOA) which covers the Dales ward in Ryedale is the most deprived in England for Geographical Barriers to Services⁸.</p> <p>One of our ambitions is for North Yorkshire to have more resilient, resourceful and confident communities co-producing with the County Council. This is particularly important in rural areas where provision of traditional services is likely to change. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>
...have a low income?		X		<p>At local authority level North Yorkshire is among the least deprived in England⁷. Figures for long term unemployment in North Yorkshire (0.1%) are lower than the national average (0.4%)⁹. However, North Yorkshire has a number of lower super output areas within the 20% most deprived in England (23 in 2015, rising from 18 in 2010) and three LSOAs in Scarborough town are within the most deprived 1% in England.⁷</p> <p>One of our ambitions is for North Yorkshire to be a place with a strong economy and a commitment to sustainable growth. Improved job opportunities could impact positively on those on a low income. Detailed EIAs will be undertaken on specific projects implemented to realise these ambitions.</p>

Section 8. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.

No.

Section 9. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	Tick option chosen
1. No adverse impact - no major change needed to the proposal. There is no potential for discrimination or adverse impact identified.	X
2. Adverse impact - adjust the proposal - The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	

⁸ Index of Multiple Deprivation, Indices of Deprivation 2015

⁹ November 2017 ONS

<p>3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)</p>	
<p>4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.</p>	
<p>Explanation of why option has been chosen. (Include any advice given by Legal Services.)</p> <p>Our ambitions and high level outcomes as detailed in the Council Plan aspire to improve outcomes for everyone in North Yorkshire.</p>	

Section 10. If the proposal is to be implemented how will you find out how it is really affecting people?
(How will you monitor and review the changes?)

Progress against priority actions in the Council Plan will be reviewed annually in a process involving relevant officers, Management Board, and the Executive. A progress report will be taken to Corporate and Partnerships Overview and Scrutiny Committee.

Key actions in the delivery plan will also be part of regular performance monitoring in the relevant service area.

Within the 2020 change programme, work to understand the cumulative impacts of service change will continue and be reviewed at Corporate Equalities Group, 2020 Operational Group and 2020 Programme Board.

	Section 11. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.			
Action	Lead	By when	Progress	Monitoring arrangements
Ensure that individual plans relating to the specific service changes contributing to achieving the broad outcomes of the Council Plan are appropriately assessed to identify any potential equality impacts on people with protected characteristics before specific decisions are taken.	Will depend on service: likely to be appropriate Assistant Director	As plans are developed and before specific decisions taken		
Ensure that any cumulative impacts on people with protected characteristics are identified by providing an overview of individual plans	Corporate Equalities Group	As plans are developed and before specific decisions taken		

Section 12. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

Our ambitions in the Council Plan are for better outcomes for all North Yorkshire residents despite reductions in local government funding. Our 2020 transformation programme aims to save money but also to make sure we are doing things more efficiently and effectively and that the things we are doing are the right ones.

The anticipated impacts of our ambitions are therefore positive ones. Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.

Section 13. Sign off section

This full EIA was completed by:

Name: Louise Rideout

Job title: Senior Strategy and Performance Officer

Directorate: Central Services

Signature: Louise Rideout

Completion date: 08 January 2018

Authorised by relevant Assistant Director (signature): Neil Irving

Date: 09 January 2018

Initial equality impact assessment screening form

This form records an equality screening process to determine the relevance of equality to a proposal, and a decision whether or not a full EIA would be appropriate or proportionate.

Directorate	Central Services
Service area	Policy and Partnerships
Proposal being screened	Proposal to cease to have a community plan.
Officer(s) carrying out screening	Deborah Hugill
What are you proposing to do?	Cease to have a community plan whilst ensuring that the current priorities are taken forward through the council plan and appropriate partnership mechanisms.
Why are you proposing this? What are the desired outcomes?	<ul style="list-style-type: none"> • There is no longer a duty to prepare a separate community plan. • The priorities in the current community plan are effectively replicated in the council plan and delivered by partnership work through the Local Enterprise Partnership, the Directors of Development Group, the Health and Wellbeing Board, the Children's Trust and the County Council's Stronger Communities programme. • The desired outcome is reduced duplication and reduced potential confusion about priorities and partnership mechanisms.
Does the proposal involve a significant commitment or removal of resources? Please give details.	No. The proposal does not involve any changes to the priorities, the resources allocated to these or the way in which services are delivered. There would be a small non-cashable saving in terms of not having to produce, and report on delivery of, a separate community plan.
<p>Impact on people with any of the following protected characteristics as defined by the Equality Act 2010, or NYCC's additional agreed characteristic</p> <p>As part of this assessment, please consider the following questions:</p> <ul style="list-style-type: none"> • To what extent is this service used by particular groups of people with protected characteristics? • Does the proposal relate to functions that previous consultation has identified as important? • Do different groups have different needs or experiences in the area the proposal relates to? 	

If for any characteristic it is considered that there is likely to be a significant adverse impact or you have ticked 'Don't know/no info available', then a full EIA should be carried out where this is proportionate. You are advised to speak to your [Equality rep](#) for advice if you are in any doubt.

Protected characteristic	Yes	No	Don't know/No info available
Age		✓	
Disability		✓	
Sex (Gender)		✓	
Race		✓	
Sexual orientation		✓	
Gender reassignment		✓	
Religion or belief		✓	
Pregnancy or maternity		✓	
Marriage or civil partnership		✓	
NYCC additional characteristic			
People in rural areas		✓	
People on a low income		✓	
Carer (unpaid family or friend)		✓	
Does the proposal relate to an area where there are known inequalities/probable impacts (e.g. disabled people's access to public transport)? Please give details.	No. The proposal does not involve any changes to the priorities, the resources allocated to these or the way in which services are delivered.		
Will the proposal have a significant effect on how other organisations operate? (e.g. partners, funding criteria, etc.). Do any of these organisations support people with protected characteristics? Please explain why you have reached this conclusion.	No. The proposal does not involve any changes to the priorities, the resources allocated to these or the way in which services are delivered.		
Decision (Please tick one option)	EIA not relevant or proportionate:	✓	Continue to full EIA:
Reason for decision	The proposal to cease to have a community plan is about reducing duplication regarding priorities and partnership mechanisms. The proposal does not involve any changes to the priorities, the resources allocated to these or the way in which services are delivered.		
Signed (Assistant Director or equivalent)	Neil Irving		
Date	9 January 2018		