

**North Yorkshire County Council
Executive
29 January 2019**

**Council Plan 2019 - 2023
Report of Assistant Director (Policy, Partnerships and Communities)**

1.0 Purpose of report

- 1.1 To seek agreement of the Executive to submit the refreshed Council Plan to the County Council for adoption.

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 20 February 2019 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 broadly 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.
- 2.5 An additional priority in relation to commercial focus has been added, as has an appendix detailing key corporate performance indicators. The foreword, content under each ambition and data pages have also been updated.
- 2.6 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 Ministry of Housing, Communities and Local Government (MHCLG). 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 2023.

- 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 Draft Council Plan

- 5.1 The draft Council Plan 2019 - 2023, as at 10 January 2019, is attached at Appendix 1.

6.0 Financial implications

- 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 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 2019 - 2023 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 2019/20 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 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 Recommendations

- 9.1 That the Executive approves the draft Council Plan and recommends it to the County Council for approval at its meeting on 20 February 2019, and
- 9.2 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.

Neil Irving
Assistant Director (Policy, Partnerships and Communities)

Author of report – Deborah Hugill, Senior Strategy and Performance Officer

Appendix 1 – Draft Council Plan 2019 - 2023 (attached)

Appendix 2 – Equality impact assessment – Council Plan 2019 – 2023 (attached)



North Yorkshire County Council Council Plan 2019 – 2023

Foreword

As a Council we still face difficult decisions in relation to funding but we are not a Council defined purely by spending cuts. We have a clear focus on improving outcomes for North Yorkshire and an enviable track record of delivering on what we set out to do. In a tough fiscal climate of austerity and unprecedented service demand pressures, particularly in the areas of children's services and adult social care, we remain committed to being an ambitious, forward thinking organisation. This is underpinned by our strong social and commercial values.

We recognise that many of the challenges we face cannot be delivered by a single agency alone, and we are proud of our work with partners and communities to innovatively transform services and improve outcomes.

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, as can be evidenced in our recent Ofsted inspection of Children's Services, which places us as the most highly rated in the country.

Transformation of our Adults' and Children's social care services, to a model based on prevention, rather than reactive support when things go wrong, has also 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 Growth Plan consolidates our relationship with the Local Enterprise Partnership, recognises the economic and wider social benefits of a strong economy and sets out our ambitions for the economic growth of the County. 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.

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 and we already sell a number of services to other organisations on a commercial basis through the Brierley Group.

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. We are mobilising the next iteration of our transformation journey that will ensure we continue to deliver high quality services within our financial means, beyond 2020. Our ambitions are set out in this plan, and our commitment to delivery will continue to be unwavering.

Young and Yorkshire 2 is our ambitious plan to improve life chances for children and young people across the county. Its priority, that children and young people should lead happy, healthy and achieving lives, 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 and our programme of change, including a number of major transformation projects currently in development, will continue to make the County Council more flexible and agile.

Despite the Prime Minister’s bold statements about austerity coming to an end, and one-off funding announcements in the Government’s October Budget, we know that the long term financial position for the Council remains uncertain and difficult. We will have delivered a total of £197m of savings by the end of 2021/22, reflecting in particular the significant pressure on the budget for children’s and young people’s services. This will be extremely challenging to achieve, but we will remain focused on maintaining a strong financial grip and on delivering further financial savings or income growth by 2023.

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 23.9% of our population. This compares to 18% in the population of England as a whole. North Yorkshire has a lower proportion of young people than the national average – 26.4 % under 25 compared to 31.3% 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 3,909 older people and 1,598 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 2017/18 we provided 25,600 hours of personal care support per week to enable people to continue living in their own homes.

Following a period of reablement, 83% of those people successfully maintain their independence in their own home.

There were 2 million visits to our libraries, including community run libraries, in 2017/18. There were also 253,710 visits to our on-line library. 17,477 sessions were held to give support to help people get online.

Volunteers gave 155,793 hours of their time to help run libraries in 2017/18.

9,650 children took part in the 2018 Summer Reading Challenge with 81.5% of those completing the Challenge.

There are more than 360 schools serving around 75,000 children and young people of compulsory school age. 89% of our primary schools and 83% of our secondary schools are graded as good or outstanding.

The 2018 GCSE results were again very strong with North Yorkshire ranked 40th out of 152 local authorities nationally for average Attainment 8 score and 32nd for average Progress 8 score.

8,294 children receive Special Educational Need support (over 10% of school population) and 2,695 are on an Education, Health and Care Plan (a 54% increase since 2014).

There are 73,300 school age children (5-15) and in 2017/18 we received over 14,700 contacts about potential safeguarding concerns.

Our Prevention Team works with 2,762 children across more than 1,500 families. During 2017/18, the Multi-Agency Screening Team referred 4,492 children to Children's Social Care.

4,431 assessments were completed in 2017/18 by Children's Social Care teams, of which 94.2% were completed within the required timescale.

3,031 children are supported by our Children's Social Care Teams, of which 581 children are subject to a Child Protection Plan and 437 are Looked after Children.

We have responsibility for over 9,000 km of road network.

The condition of our surfaced road network is improving. The 2018 survey of our surfaced road network suggests that maintenance on 11.7% of the network be considered, a reduction on previous years.

We are directly responsible for 6,110 km of public rights of way, and we have delegated responsibility for paths in the national parks to the National Park Authorities.

We own and maintain 1,638 bridges across the county. In 2016/17 we carried out 18 major and 15 minor maintenance works - a total spend of £2.5m

Allerton Waste Recovery Park processes up to 6,000 tonnes of black bag waste per week and generates on average 19 MW of power per month for export to the National Grid. This diverts over 80% of our waste from landfill.

Vision, approach and values

Our vision

We have developed a shared vision with our partners:

'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.

The appendix to this plan details the performance management indicators we will use to measure our performance. The Council has a comprehensive and robust performance management framework and reports performance against these agreed indicators on a quarterly basis.

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 2023 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. Likewise, advances in medical support mean greater numbers of younger people with complex disabilities are living into older age, with increased need for more support. The prevalence of mental health issues, and mental health crisis, is also on the rise, with a consequent demand for services.

To cope with these demands 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. Since 2016/17, we have been successful in gaining additional £29m funding for highway maintenance. In addition, we have via the LEP growth deal, referenced below; we have obtained a further £44m investment in highways maintenance. We have also continue to improve the efficiency and prioritisation of our repairs programme, making it more cost effective.

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

We are already highly 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.

Making full use of the Allerton Waste Recovery Park and working closely with the districts and waste partners to ensure efficient and effective collection and disposal of trade and household waste. Maximising opportunities for recycling and making the most of the development opportunities the Allerton Waste Recovery Park presents.

We are also working closely with our district partners and Public Health to improve air quality across North Yorkshire, as set out in the Local Transport Plan (LTP4), but especially in those locations identified as Air Quality Management Areas (AQMA). North Yorkshire currently has eight AQMA of which seven are predominantly the result of traffic congestion. It is anticipated that the recently opened Bedale bypass and the installation of mini roundabouts at Bond End, Knaresborough will significantly improve air quality in these two AQMA.

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. We will ensure that we continue to work collaboratively, adapting to changes in partners' structures and governance, including NHS and fire and rescue services in the county.

Partnership working 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. We are embarking on similar work with Ryedale District Council.

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 31 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
Every child and young person has the best possible start in life	<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 in partnership with school leaders to champion educational excellence so all children, irrespective of background, attend inclusive provision that is good or outstanding, have high aspiration and are supported to achieve their full potential so they can build a good life for themselves.</p> <p>Strengthen the early identification of special educational need and respond to increasing demand by providing high quality local provision across the universal, targeted and specialist continuum to meet needs so that children and young people are able to fulfill their potential and achieve their hopes for adulthood.</p> <p>We will support our children, young people and families to thrive. Through early intervention our Education providers, Early Help Team and Health partners will work with families to overcome their challenges, with the ability to sustain this without any further intervention.</p> <p>Safeguarding children and supporting families in difficulty to ensure they receive help at the earliest opportunity. We will work with families to overcome their challenges by setting clear outcomes to overcome their challenges to enable them to stay together.</p> <p>Our Looked After Children’s strategy sets out how we will deliver our duties as corporate parents. Where it is unsafe for a child to remain 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:

Worked to improve educational outcomes

The quality of school provision continues to be very high with nearly 9 out of 10 children attending a good or outstanding school. In 2018 primary results improved at every Key Stage with significant improvement at KS2 in Selby and Scarborough, which presents an opportunity for peer to peer learning between schools. Results for pupils at the end of secondary school in Key Stage 4 continue to be amongst the best in the country. The achievement of our most disadvantaged children (children eligible for free school meals, looked after children and adopted children) still lags behind their peers and this remains an on-going area of focus. However, in Scarborough Borough there has been significant improvement at Key Stage 2 for children eligible for free school meals. This may provide evidence that the North Yorkshire Coast Opportunity Area, which is aiming to improve social mobility with a focus on education, is starting to have an impact. The outcomes for children receiving Special Educational Needs support in mainstream schools have improved significantly which is reflective of the partnership working with schools to ensure need is met and appropriate support is put in place.

Responded to increases in children with Special Educational Needs and Disability (SEND)

The number of children receiving SEN support continues to increase which is evidence that needs are being identified early. The number of children with an Education, Health and Care Plan is also rising with a 54 per cent increase since 2014. The Council has now adopted the Strategic Plan for SEND Education Provision which will develop education provision for children and young people across a continuum of universal, targeted and specialist provision supported by a new framework for local area decision making and locally based multi-agency teams. Key to the Strategic Plan is the strengthening of early identification to ensure children and young people have their needs met as early as possible with the right support. The Plan aims to deliver the best provision possible with the funding available.

The Council continues to work in partnership with schools to ensure the education system is inclusive and that children at risk of missing out on full-time education are provided with appropriate support. The Back on Track project has worked with children and young people with social, emotional and mental health issues at risk of permanent exclusion and the evidence demonstrates the positive impact this support is having on their outcomes.

Supported Looked After Children and Child Protection

Our services for looked after children and safeguarding have been inspected by Ofsted and found to be outstanding in every aspect. This has been achieved against a backdrop of a 20% increase in demand for help from families and an unprecedented surge in the number of children subject to a child protection plan. Despite these pressures, social workers continue to deliver outstanding service and timeliness of assessment and repeat referral rates are both significantly better than the national or comparator authority averages.

Recognising the changing needs of families and the world in which support families, the Children's and Families service is being redesigned, with greater emphasis being placed on supporting struggling families earlier to reduce the need for statutory interventions. This is being supported by the development of a new Early Help strategy.

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 – embedding the approach to work with people to help them draw on their strengths and assets, including what others around them, in their relationships and their communities, are, or could be, doing to support them. This is part of a programme to ensure confident and consistent practice that meets people’s needs.</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> <p>Technology - Exploiting opportunities for the innovative use of technology to improve prevention, self-care, and assessment, and to support people to maintain independence and wellbeing.</p>

Highlights from recent progress

We have:

Supported care providers – we have established a new Quality Improvement Team funded through the Improved Better Care Fund to support care providers where there are concerns about the quality of care.

Used innovative recruitment approaches – we have worked to attract people into a career in care through our www.makecarematter.co.uk campaign and we are now using social media to raise the profile of this campaign.

Increased our Extra Care provision – we have opened a new scheme in Starbeck, with Harrogate Neighbours and up to ten new schemes are in the pipeline

Expanded the Living Well service - we have expanded this preventative service into GP practices across Harrogate and Scarborough and are rolling out this approach across the county

Improved mental health services - we have commissioned new preventative services so that people in all parts of the county have access to a service and we are developing the Council's social care mental health service to focus more on prevention, recovery and crisis.

Improved integration with the NHS – we have halved the delays in getting people home from hospital because of social care needs and have developed new ways of supporting people's recovery in the community, particularly in the Hambleton, Richmondshire and Whitby and Harrogate and Rural District Clinical Commissioning Groups areas.

Invested Public Health grant – we have invested the grant into communities to build on their assets and strengths, creating opportunities for people to improve their health and wellbeing where they live.

Awarded prevention contracts – we have undertaken consultation and awarded new voluntary sector prevention contracts, including Home from Hospital, which is delivered by Harrogate Carers Resource and aims to support 2,000 people to return home from hospital across the county each year by providing practical support with tasks which might otherwise have created a barrier to their discharge.

Launched the Carers Strategy – this strategy focuses on improving identification of carers, improving information and advice, enabling carers to take a break, improving carer's health and wellbeing, enhancing financial wellbeing and involving carers as experts. We have also awarded new contracts to support carers to have a break.

Launched the 'Bring Me Sunshine' Strategy – this is focused on living well with dementia in North Yorkshire. There are more than 10,000 people living with dementia across North Yorkshire and this strategy was developed based on personal feedback of over 1,300 residents who shared their stories with us.

Begun work to improve nursing home provision – we have commissioned work to understand the opportunities to increase capacity in the nursing home market, and developed a new Partnership Board with the Independent Care Group and health partners.

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 (LTP4), 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’s economy - providing clear pathways for young people from education to training and employment, and supporting 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, and 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 sustainable local communities. Allerton Waste Recovery Park aims to reduce the</p>

			<p>need for costly landfill to 5% and ensure that 50% of collected waste is recycled by 2020.</p> <p>As part of our commitment to enhancing the environment, we will produce a countywide air quality strategy during 2019/20. We will continue to work with partners on improvements to air quality across the county, leading to better health for the residents of North Yorkshire.</p> <p>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.</p>
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Highlights from recent progress:

We have:

Encouraged growth and investment - The £146m York, North Yorkshire and East Riding Local Growth Fund (LGF) programme (2015-2021), managed by the York, North Yorkshire and East Riding Local Enterprise Partnership (LEP), has hit target profile for three years. The Fund has provided funding to the County Council 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, and road schemes at Dalton Bridge and J47 of the A1(M).

Over the past year there has been a steady increase in new businesses and North Yorkshire has more business births than the regional average.

Supported house building – We have worked with the LEP and other bodies and developers to ensure completion of 1830 new homes in 2016/17, which is 121% of new housing targets published recently in a new Government planning framework consultation.

Worked on major highway schemes - We have worked with the LEP and others on major highway schemes such as the A59 at Kex Gill, J47 of the A1(M) near Harrogate and the new Dalton Bridge.

Worked to improve rail links – We have successfully engaged with Transport for the North, now fully constituted as an independent body, and helped to develop an upgrade to the York-Harrogate rail line with Network Rail and franchise holders.

Re-launched the York and North Yorkshire Local Nature Partnership – We are working in partnership with others on sustainable growth, environmental improvement and nature based tourism.

Continued to extend broadband and mobile phone coverage - The Superfast North Yorkshire project managed on our behalf by NYnet is continuing to roll out fibre based broadband to premises and homes and has secured an additional £15m of government funding to deliver a Local Full Fibre Network in North Yorkshire. A further £1m has been secured from the LEP Infrastructure Board to improve mobile phone coverage.

Completed the final commissioning process at Allerton Waste Recovery Park - Regular services commenced as of 1 March 2018. The plant processes approximately 6,000 tonnes waste per week recycling any glass, metals or plastics contained in the waste. In addition, the incinerator bottom ash is being used as aggregates for use in road construction. Organic materials in the waste stream are also separated out and processed through an anaerobic digester. The digester produces a bio-gas which is used to run engines capable of generating 19 megawatts of power on average per month for the national grid.

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 as effective and efficient a way as possible</p> <p>We operate on a commercial basis, where this is prudent and appropriate, to deliver a return which supports service delivery</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>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 <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"> - Using quantitative and qualitative data to benchmark ourselves against the best, in order to deliver value for money - Supporting staff and councillors to make effective decisions on efficiencies and new ways of working, based on a thorough understanding of performance and customer perceptions - Using a robust system of governance to approve service change and measure delivery

- Providing professional support to continue delivering value for money and further efficiencies through innovation and new ways of working, including with partners and communities.
- Maximising the delivery of traded services to reduce financial pressure on core services

Operate commercially to ensure we are:

- Maximising the value of spend through effective commissioning and procurement
- Being cost conscious and driving efficiencies on spending throughout the organisation
- Managing demand for services, for example through our prevention services and more effective decision making around individual and community need.
- Identifying and delivering commercial income through trading our services and relevant investments.

Embed the principles of modern council into our everyday activities so they become the way we do things and how we support service delivery:

- New ways of working to support a culture of staff empowerment, innovation, continuous improvement and commercial awareness.
- New innovative models of service delivery with partners and communities.
- Improved use of technology to enhance and enable the needs of a more agile workforce and improve customer experience
- Affordable and fit for purpose property assets which provide value for money and enable us to work more flexibly.

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.
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Highlights from recent progress

We have:

Enabled customers to easily and effectively access the County Council services they need.

The customer portal continues to make it easier for customers to contact and access the services they require. There are now 13 services that can be accessed on-line, which not only means customers can access the services when they want, but has also reduced waiting times for many of these services. As a result of this work to bring services on-line, the percentage of all contacts that the local authority receives from its customers that are on-line has increased from 5.4% to 10.5% in 18 months, with a peak of 11.3% during the bad weather early in 2018. This peak during the winter of 2018 emphasises the point that offering services on-line is not only more efficient and effective, but also increases the resilience of services during periods of high demand and potential service disruption.

Work to update processes in the Customer Service Centre will also make it easier for customers to pay for services on the telephone in the future. This means that for those customers who choose to contact the authority by phone will be able to access an end to end process, rather than booking a service by phone and then having to make a payment through another method such as sending in a cheque, thus delaying the process.

More resilient, resourceful and confident communities co-producing with the County Council.

The Stronger Communities programme has been operating in North Yorkshire since late 2014 and works in partnership with community groups and the voluntary and community sector to achieve some key community objectives including, developing the ability of communities to look after themselves to a greater degree than they already do, reducing demand on statutory services and mitigating some of the cuts in public services. It is also proving to be an effective way of increasing our understanding of communities. As part of this programme “Inspire, Achieve, Innovate” was launched in Summer 2017 as a new approach to investing in communities and the voluntary, community and social enterprise sector. The three investment streams are helping deliver key community outcomes around reducing inequalities, improving wellbeing, and social connectedness.

The team have recently published their annual report ‘Shaping the Future’ which looks at the performance of the programme in 2017/18. The report highlights that of the 11 projects that had been fully evaluated, 1,384 individuals had benefited and 1,468 volunteer hours had been given, which equates to approximately £17,000 of value from awarded grants of £10,199. (This represents a £1.67 return for every £1 invested). Seven projects reduced inequalities, 11 improved social connectedness and 11 improved well-being. This is just the start of a four year evaluation of the programme.

Volunteers play a key part in the community’s delivery of services and there has been an increase in the amount of support provided by volunteers across the authority. In the summer of 2017 there were an estimated 5,000 volunteers supporting the work of the local authority, and by August 2018 this had increased to over 6,500. 31,105 hours were delivered by volunteers in libraries alone during July to September 2018, which has resulted in an increase in opening hours compared to 2012. This demonstrates the value of the volunteer support as they have been able to provide more time than it was previously possible to fund.

A motivated and agile workforce working in modern and efficient ways.

Every two years the authority undertakes a staff survey to gauge how employees feel about their role and the contribution of their team to the performance of the authority. In-between these major surveys the authority undertakes shorter “pulse” surveys to monitor performance against key areas. The results of the 2018 pulse survey showed that staff in all directorates are feeling more positive about the opportunities they have to share their views; a greater proportion of staff say they feel valued and recognised, and there has been a slight increase in colleagues stating they are encouraged to think innovatively.

Part of having a motivated and agile workforce is having recruitment initiatives that attract the right candidates, and if we are promoting career opportunities, ideally the right young people who can progress within the authority. To that end in the past 18 months the authority has started 156 apprentices with an additional 70 identified before April 2019, including 18 degree / masters level apprentices.

In relation to working in modern and efficient ways, direct access is enabling County Council employees to access the authority’s information technology network from non-County Council buildings, making it easier for them to work from partners’ premises, other offices or even from home. This enables more flexible working and reduces the need for employees to come into the office just to access the network. This not only reduces the time wasted travelling to an office, but also reduces our requirement for physical office space. As a result the authority has been able to reduce its property portfolio and therefore the amount spent on maintenance, rent and rates. In six months, the average number of employees using this facility has almost tripled.

The Technology and Change team continue to support services to identify modern and efficient ways of working through “Digi-Labs” that examine the potential for the better use of technology in day to day practice, and thereby promoting more efficient ways of working, be that through, for example, the use of voice recording to create minutes, or the automation of tasks currently being performed manually. When these opportunities have been identified it is part of the role of the team to help services implement these initiatives and ensure the modern ways of working drive further efficiencies in the authority.

We also own and operate a number of traded companies including Brierley Homes, the successful housing company, schools based SmartSolutions, Yorwaste and First North Law.

Supported staff and councillors with professional services to enable them to work in as effective and efficient a way as possible

All services have undertaken a comprehensive review of what they deliver and how. This programme of work under the banner of “Better Efficiency through Sustained Transformation” (BEST), has enabled services to compare their performance and spend with other authorities or organisations delivering similar services, which has in turn, led to a list of areas where services believe further efficiencies can be driven out. The practicality and impact of these ideas is now being explored so that the authority can continue to drive for more efficient and effective services.

Despite a series of organisational restructures, councillors and staff are still provided with professional support, be that technical, legal, financial, human resources or general business support, in order to make the best use of councillor and staff time and expertise. Although there have been significant savings made in “back-office” functions, care is taken to ensure that this does not just shift work onto operational managers, thus impinging their ability to deliver front-line services.

Our Funding (to be completed after budget agreed)

Appendix: Corporate performance management indicators

Every child and young person has the best possible start in life

The percentage of children achieving a good level of development at the Early Years Foundation Stage Profile
School Readiness: the percentage of children with free school meal status achieving a good level of development at the end of reception
The percentage of pupils achieving the expected level or above in reading, writing and maths combined at Key Stage 2
Average Attainment 8 score at Key Stage 4
Progress 8 score at Key Stage 4
Overall absence rate as % of total possible sessions (primary/secondary)
Percentage of young people with a qualification by age 19 (Level 2 / Level 3)
The percentage of young people who are not in education, employment or training (NEET) in academic year 12 and year 13
The percentage of care leavers aged 19, 20 and 21 that are in education, employment or training
The percentage of pupils who attend a good or outstanding school (primary/secondary)
The percentage of all new Education Health and Care Plans issued within 20 weeks
Rate of children with an Education Health Care Plan as % of school population
Children receiving SEN Support as % of school population
GCSE 9-5 pass in English and Maths (Basics) at KS4
Persistent absence as % of school population (primary/secondary)
Exclusion rate as % of school population (fixed-term/permanent)
Adult Learning - 19+ Adult Skills funded learners - Overall Achievement Rates
Proportion of Education, Health & Care plans placed in independent/non-maintained out of authority specialist settings (i.e. non-maintained special school & independent special school)
Smoking at time of delivery
Children aged who have excess weight (10 or 11 - Year 6 / 4 or 5 - reception)
Hospital admissions caused by unintentional and deliberate injuries to children under 15 years per 100,000.
The rate of children and young people admitted to hospital as a result of self-harm
The rate of children and young people admitted to hospital for mental health conditions per 100,000
Breastfeeding initiation rate
Under 18 conceptions
Face-to-face new birth visits undertaken within 14 days by a health visitor (%)
Eligible infants that receive a 12 month review by 15 months of age (%)
Eligible children receiving a 2-2.5 year review by the time they were 2.5 years (%)

Reception aged children completing a check (%)
Year 6 children completing a check (%)
First time entrants to the youth justice system aged 10-17 (per 100,000 population)
The number of open early help cases (Prevention)
The total number of children subject to a child protection plan (rate per 10,000)
The total number of Children in Need (DfE Definition) Rate per 10,000
The total number of looked after children
The percentage of referrals to children's social care that are repeat referrals
% of Care Leavers (aged 19, 20 or 21) that the local authority is not 'in-touch' with
% of Care Leavers (aged 19, 20 or 21) in suitable accommodation
The percentage of parents/carers who strongly agree/agree that the Education, Health & Care Plan identifies realistic and positive outcomes for their child.
The percentage of parents/carers who strongly agree/agree that the Education, Health & Care Plan identifies the right support to achieve the outcomes.
% of respondents who we either satisfied or very satisfied with the involvement from the Children & Families Service

Every adult has a longer, healthier and independent life

Referrals to Adult Social Care (ASC) as % of ASC contacts
% of referrals resulting in no further action (incl: NFA, case closed, no service required, support declined)
% of assessments resulting in no service provision
Smoking Prevalence
Successful quitters at 4 weeks (smokers)
Excess weight in adults
Percentage of physically active adults
Successful completion of drug treatment (opiate / non-opiate / alcohol treatment)
Proportion of dependent drinkers not in treatment
Number of Living Well referrals
% of reablement clients not receiving a subsequent package of social care support within 91 days
Reablement packages delivered in the period as % of all weekly services delivered in the period
Clients receiving a review/reassessment in the year as a % of all open clients during the year
Over 65s with an open weekly social care service as a % of the population aged over-65
Rate of total DTOC bed days per 100,000 population
% of residential/nursing beds for older people above NYCC rate
% of safeguarding concerns progressing to enquiry
% of DoLS applications granted
Life expectancy at birth (male / female)
Slope index of inequality in Life Expectancy at birth (male / female)
Life expectancy at 65 - (male / female)
New STI diagnoses
Cumulative percentage of the eligible population aged 40-74 invited for an NHS Health check

Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check
Suicide rate
Aged 18-64 admissions to residential and nursing care homes, per 100,000 population
Aged 65+ admissions to residential and nursing care homes, per 100,000 population
Flu vaccination coverage 65+
Rate of safeguarding concerns per 10,000 population
Excess winter deaths

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.

Total employee jobs in North Yorkshire (Total jobs - FT+PT, excludes self-employees and farm based agriculture)
The number of North Yorkshire Lower Super Output Areas (LSOAs) that are within the 20% most deprived nationally
Highways Maintenance Efficiency Programme rating
National Highways and Transportation survey: KBI23 - Satisfaction with the condition of highways
Road condition:% of lesser user roads Cat 4a,4b, 5 where maintenance should be considered.
Road Condition:% of other heavily used roads Cat 2, 3a,3b where maintenance should be considered.
Road Condition:% of principal roads where maintenance should be considered (NI168)
Number of people killed or seriously injured on the roads, (NY, calendar year)
% of high risk inspections undertaken
County matter' planning applications determined within 13/16 week timescales or within agreed extension of time (EoT). 2-year rolling measure
PRoW Network condition: % of network passable
Mobile Coverage
Superfast broadband coverage
The percentage of young people who are not in education, employment or training (NEET) in academic year 12 and year 13 (Cross ref to" Best Start in Life ")
Number of employers signed up to healthy workplace initiatives
% waste arising to landfill (NI193)

We are a modern council which puts our customers at the heart of what we do

Percentage of contacts received via on-line services
Number of volunteers directly supporting the local authority
Staff absence (sickness) rate
Staff turnover rate
Spend against apprenticeships levy
Spend on agency staff
NYES Forecasted Profit
Brierley Group YTD Profit
Number of NYES Customers

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 2019 - 2023

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 برائے 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	Deborah Hugill, Senior Strategy and Performance Officer, deborah.hugill@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 2018

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 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 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 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 2019/20 is provided with the budget papers and documentation evidencing due regard is provided, through a web link, for all projects.

The projected budget shortfall of almost £200m by 2021/22 has been met in part by achieving £157m of savings so far. However, a further £40m will need to be found to meet the remaining funding gap.

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 2019 – 2023 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		North Yorkshire has a lower proportion of young people than the national average – 26.4% under 25 compared to 31.3% nationally. ¹ In 2016 1.7% of 16 – 17 year olds were identified as NEET (Not in Employment, Education or Training). The percentage across the UK who were NEET was 4.3% ² . Nationally the unemployment rate for 16-24 year olds is

¹ Office for National Statistics Population Estimates mid-2017

² GOV.uk end 2016

			<p>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>23.9% of the county's adult population is over the age of 65. This is higher than the national percentage (18.0%) and every year the population of older people increases, and with it the demand for the care and support which the council provides. By 2020 25% of our total population will be aged 65+ and 3.3% 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 average.³</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</p>

³ 2011 Census

				<p>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>There were 13,648 lone parent households in North Yorkshire in 2011⁵, of which 11,958 had a female lone parent (87.6%).</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%)⁶ 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% 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>

⁴ Office of National Statistics Mid-2015 population estimates

⁵ Census 2011

⁶ 2011 census

				Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.
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 average. (2011 census).</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 2017 there were 5441 live births in North Yorkshire. The conception rate per 1000 for 15 – 17 year olds was 12.9. This is below the rate for England (18.2). In 2017 4786 live births (88%) were to mothers born in the UK. 654 live births (12%) were to mothers born outside the UK.</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%). (2011 census)</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 (0.76 people per hectare as opposed to 3.89 nationally). In some parts of the county this is lower still (Ryedale 0.36, Richmondshire 0.41) 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

			<p>for Geographical Barriers to Services.⁷</p> <p>Rurality can also mean higher costs for such things as fuel for heating.</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%)⁸. 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>The percentage of the working age population who claim out of work benefits in North Yorkshire is 1.6%, compared to a Great Britain percentage of 2.3% (Nomis – ONS November 2018)</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.

⁷ Index of Multiple Deprivation, Indices of Deprivation 2015

⁸ November 2017 ONS

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.	
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)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
Explanation of why option has been chosen. (Include any advice given by Legal Services.)	
Our ambitions and high level outcomes as detailed in the Council Plan aspire to improve outcomes for everyone in North Yorkshire.	

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 are monitored on a quarterly basis as part of our Performance Framework. Reports are taken to Management Board, and the Executive.
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	Will depend on service: likely to be appropriate Assistant Director	As plans are developed and before specific decisions taken		

any potential equality impacts on people with protected characteristics before specific decisions are 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 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: Deborah Hugill

Job title: Senior Strategy and Performance Officer

Directorate: Central Services

Signature: Deborah Hugill

Completion date: 10 January 2019

Authorised by relevant Assistant Director (signature): Neil Irving

Date: 10 January 2019