

**North Yorkshire County Council  
Corporate and Partnerships Overview and Scrutiny Committee  
2<sup>nd</sup> December 2019**

**Council Plan Refresh**

**1.0 Purpose of the Report**

- 1.1 To update the Corporate and Partnerships Overview and Scrutiny Committee on what is being considered as part of the refresh of the 2020 -2024 Council Plan.

**2.0 Council Plan Refresh**

- 2.1 The Council Plan 2020 – 2024 will require approval by full Council on 19 February 2020 (alongside the Medium Term Financial Strategy), with prior consideration at Executive (on 28 January 2020).
- 2.2 A refresh of the current plan is being undertaken. The process of refreshing the plan has begun with discussions with senior managers, assistant directors, Management Board and members of the Executive. These discussions have centred on reviewing current progress against the current plan.
- 2.3 The Council plan is largely fit for purpose, however we are considering the inclusion of a new ambition that would describe how we promote North Yorkshire as a place shaper, this ambition would include:
- The work around the Rural Commission
  - Better Together
  - Devolution
  - Health (e.g. HARA/Joint needs assessment)
  - Climate change / environment
  - Communities / Libraries
- 2.4 Corporate and Partnerships Overview and Scrutiny Committee is asked to comment on the progress made against each ambition as set out in Appendix A, and consider the inclusion of a new ambition.
- 2.5 As in previous years, it is proposed to circulate by email the draft plan to members of the Corporate and Partnerships Overview and Scrutiny Committee by 13 December 2019, with a request for comments by 6 January 2020.

Neil Irving - Assistant Director - Policy and Partnerships  
27 November 2019

**Appendix A** - Council Plan Refresh – Ambitions and progress

## Appendix A: Council Plan Refresh – Ambitions and Progress against the plan

Key ambitions for the Council	High level outcomes	Priorities for the 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</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><b>Support new and existing community provision of services</b> through our Stronger Communities programme, including:</p> <ul style="list-style-type: none"> <li>• Community libraries</li> <li>• Community led prevention services that help to improve health and reduce, prevent or delay demand for social care services</li> <li>• Opportunities for children and young people</li> <li>• Community transport</li> </ul> <p><b>Review and challenge the way services operate</b> to make sure productivity is increased and delivery is optimised for customers, including:</p> <ul style="list-style-type: none"> <li>• Using quantitative and qualitative data to benchmark ourselves against the best, in order to deliver value for money</li> <li>• 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</li> <li>• Using a robust system of governance to approve service change and measure delivery</li> <li>• Providing professional support to continue delivering value for money and further efficiencies through innovation and new ways of working, including with partners and communities.</li> <li>• Maximising the delivery of traded services to reduce financial pressure on core services</li> </ul> <p><b>Operate commercially</b> to ensure we are:</p> <ul style="list-style-type: none"> <li>• Maximising the value of spend through effective commissioning and procurement</li> <li>• Being cost conscious and driving efficiencies on spending throughout the organisation</li> <li>• Managing demand for services, for example through our prevention services and more effective decision making around individual and community need.</li> </ul>

	<p>prudent and appropriate, to deliver a return which supports service delivery.</p>	<ul style="list-style-type: none"> <li>• Identifying and delivering commercial income through trading our services and relevant investments.</li> </ul> <p><b>Embed the principles of modern council</b> 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"> <li>• New ways of working to support a culture of staff empowerment, innovation, continuous improvement and commercial awareness.</li> <li>• New innovative models of service delivery with partners and communities.</li> <li>• Improved use of technology to enhance and enable the needs of a more agile workforce and improve customer experience</li> <li>• Affordable and fit for purpose property assets which provide value for money and enable us to work more flexibly.</li> </ul> <p><b>Ensure we have the numbers of staff and skills we need</b> to meet service and customer demand through workforce and succession planning.</p> <p><b>Promote attractive career opportunities</b> including apprenticeships and graduates, working with educational institutions to ensure the supply of appropriate skills.</p>
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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, 13% of all contacts are now on-line, 27% of transactions are handled on-line and for those services in the portal, 79% of contact is on-line.

**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. During the year the Stronger Communities team undertook a survey of voluntary, community and social enterprises (VCSEs) about the services they provide and found that 82% of those

responding had done more for their community in the last two years; and of these 85% attribute resultant outcomes in part or wholly to the Stronger Communities 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. There are now over 6,000 volunteers undertaking over 18 different roles to support the work of the County Council. This now includes the "Ready for Anything" volunteers who were deployed for the first time during the Summer of 2019 to support the flooding work in Richmondshire.

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

Every two years the Council undertakes a staff survey to gauge how employees feel about their role and the contribution of their team to the performance of the Council. The 2019 survey showed an improvement in levels of satisfaction for most questions asked, and where satisfaction had declined, it was by very little. The highest levels of satisfaction were around being clear on how the work of employees contributes to the success of the County Council and being clear about they are expected to achieve in their role. Overall, 79% of staff were satisfied with their line management, 75% were satisfied with their role and the overall perception of the council was 69%, however only 56% were satisfied with the leadership of the council.

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. The forecast for 2019/20 identifies a potential additional 202 starts which would increase apprenticeship starts in total to 440.

Staff can now access the Council'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. Now, on an average workday, over 1,000 employees work remotely using their mobile devices, a figure that peaked at 1,232 during the week beginning 23<sup>rd</sup> September, the week of the UCI event which emphasises that not only does this technology provide the workforce with flexibility but it also makes services more resilient.

**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, originally under the banner of "Better Efficiency through Sustained Transformation" (BEST) is now part of the annual service planning routine and 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.

Councillors and staff are also provided with professional support, including technical, legal, financial, human resources and general business support.

Key ambitions for the Council	High level outcomes	Priorities for the next four years
<p><b>Every child and young person has the best possible start in life.</b></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><b>Promote health and wellbeing through positive choices from conception to adulthood</b></p> <p><b>Improve social, emotional and mental health and resilience of children and young people</b></p> <p><b>Address the wider social, economic and environmental determinants which influence health inequalities and compromise the health, well-being and life chances of children and young people</b> (e.g. child poverty, home and road safety)</p> <p><b>Work in partnership with school leaders to champion educational excellence so all children, irrespective of background, attend inclusive provision that is good or outstanding</b>, have high aspiration and are supported to achieve their full potential so they can build a good life for themselves.</p> <p><b>Develop a system wide working model of greater collaboration through Childhood Futures</b> facilitated by early identification, intervention and targeted community capacity building.</p> <p><b>Create a strong partnership with Teaching School Alliances (TSA)</b>, particularly in line with the new direction of travel following the recent national developments.</p> <p><b>Support sustainability of small schools</b> with regards to finances, curriculum, retention and the number of pupils</p> <p><b>Continue to focus on closing the disadvantaged gap</b>, particularly for children eligible for Free School Meals and Service Children.</p> <p><b>Continue to focus on raising outcomes for young people</b>, particularly for primary school age children with a focus on literacy.</p> <p><b>Support schools with regard to preparation for new Ofsted Inspection</b></p> <p><b>Strengthen the early identification of special educational need and respond to increasing demand by providing high quality local support and governance across the universal, targeted and specialist continuum to meet needs</b> so that children and young people are able to fulfil their potential and achieve their hopes for adulthood.</p> <p><b>Strengthen the range of education provision for children &amp; Young people with SEND to ensure their needs can be met locally.</b></p>

**Work with school leaders to reduce the use of fixed term and permanent exclusions to reduce exclusions** as we fully understand the negative impact of both fixed term & perm on the outcomes for children and young people.

**Work with local school leaders to improve attendance of children and young people with SEND.**

**Raising the outcomes of children and young people with SEND** through data-led analysis to identify schools that are showing significant levels of under achievement.

**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.

**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 enable them to stay together.

**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.

**Enabling more children and young people to lead lifelong healthy lifestyles** with improved mental and emotional health, and reduced health inequalities.

### Highlights from recent progress

**We have:**

#### **Worked to improve educational outcomes**

Educational outcomes in North Yorkshire continue to be good. The proportion of children achieving a good level of development at Early Years continues to grow, up from 71.6% in 2017 and 72.5% in 2018 to 72.8% in 2019. Not only is this showing consistent improvement, our performance is consistently better than the national rate. Whilst Early Years continues to excel, we have seen challenges with outcomes at Key Stage 1 compared to previous years – this will be an on-going area of focus into the next year. Performance at Key Stage 2, whilst remaining below the national average, has continued to develop further on last highlighting the gains that have been made through the increased focus on this area over recent years. The table below shows the direction of travel for Key Stage 1 and Key Stage 2.

<b>Key Stage 1</b>	<b>2017</b>		<b>2018</b>		<b>2019</b>	
	<b>NYCC</b>	<b>National</b>	<b>NYCC</b>	<b>National</b>	<b>NYCC</b>	<b>National</b>
<b>Reading</b>	<b>74.7%</b>	<b>75.6%</b>	<b>74.8%</b>	<b>75.4%</b>	<b>73.6%</b>	<b>74.9%</b>
<b>Writing</b>	<b>67.7%</b>	<b>68.2%</b>	<b>69.9%</b>	<b>69.9%</b>	<b>67.8%</b>	<b>69.2%</b>
<b>Maths</b>	<b>74.1%</b>	<b>75.1%</b>	<b>75%</b>	<b>76%</b>	<b>74.3%</b>	<b>75.6%</b>
<b>RWM</b>	<b>62.2%</b>	<b>63.7%</b>	<b>63.6%</b>	<b>65.3%</b>	<b>62.4%</b>	<b>64.9%</b>

<b>Key Stage 2</b>	<b>2017</b>		<b>2018</b>		<b>2019</b>	
	<b>NYCC</b>	<b>National</b>	<b>NYCC</b>	<b>National</b>	<b>NYCC</b>	<b>National</b>
<b>Reading</b>	<b>71.1%</b>	<b>71.5%</b>	<b>75%</b>	<b>75.3%</b>	<b>72.6%</b>	<b>73.2%</b>
<b>Writing</b>	<b>75%</b>	<b>76.3%</b>	<b>77.7%</b>	<b>78.3%</b>	<b>78.4%</b>	<b>78.5%</b>
<b>Maths</b>	<b>71.4%</b>	<b>74.9%</b>	<b>72.1%</b>	<b>75.6%</b>	<b>76.6%</b>	<b>78.7%</b>
<b>RWM</b>	<b>59%</b>	<b>61.1%</b>	<b>62.1%</b>	<b>64.4%</b>	<b>63.2%</b>	<b>64.9%</b>

*\*Please note: North Yorkshire County Council is not accountable for attainment of academies; this sits with the DfE. To an extent, this has limited how effectively we can support some schools in North Yorkshire. This being said, we continue to maintain strong links with academies.*

During the 2018/19 academic year, collaborative working with schools saw a 20% reduction in the number of children permanently excluded from schools in North Yorkshire, this was accompanied by a 2.5% reduction in the number of Fixed Term exclusions. As we head into the new academic year, we will continue to focus on further reducing the number of exclusions, both permanent and fixed term, experienced by pupils in North Yorkshire as we know the detrimental effect exclusions can have on a young person's outcomes.

#### **Improving our support for Children and Young People with Special Educational Needs and Disabilities.**

In line with the principles laid out in North Yorkshire's Strategic Plan for SEND, over the past year we have continued to focus on proving the right support at the right time in the right place. The move to locality based teams, with oversight being provided by locality boards, is now providing a more relevant and appropriate

response to the needs of pupils as these vary greatly from one district to the next, providing effective local area partnership governance arrangements to ensure SEND provision meets local needs and partners are jointly accountable. The past year has also seen developments in terms of North Yorkshire's capacity to support pupils with more complex needs in more specialised provision with the opening of our own special schools – the Mowbray Satellite School in Ripon and the new free school in Selby. To further improve the offer of support to children and young people in North Yorkshire with SEND, we have developed a new model of Enhanced Mainstream Schools (EMS), moving from an outreach approach to an in-reach approach with outreach support available – this provides pupils with more holistic support to improve outcomes at an earlier opportunity and ties in with the work currently being undertaken towards the earlier use of Alternative Provision which is due to 'go live' in September 2020. We have also successfully launched the 'ladder of intervention' with outlines the levels of support that schools should put in place to support children that are displaying challenging behaviour in schools and signposts to where additional support is available from.

### **Supported Looked After Children and Child Protection**

Strengthening Relationships Practice Model' brings together systemic practice, signs of safety, family network finding and restorative approaches into a single, defined approach to practice. This has helped inform our workforce, partners and (uniquely) our judiciary of our ambition for children & families. With the countywide focus being on the importance of family in supporting children and young people, the service has recently funded Family Finding training to ensure that family networks are understood and engaged at the earliest possible opportunity across the service, aligning with the vision of relationship based practice. At the heart of the is ensuring that children continue to live within their families and networks where safe to do so within North Yorkshire. We have recently commissioned and embedded Psychologically Informed Partnership Approach (PIPA) within the Children & Families Service to ensure we have a deep understanding of the therapeutic needs of children and their families.

Recognising the important role that partners have in providing early help and intervention to children and their families, this year we have redesigned our Early Help offer to create a shared approach to meeting enhanced need across the wider children's sector. This has been accompanied by a revised strategy which, developed to create and endorse the key principle of working with, not doing to, families. This strategy establishes the foundation of the local authority working together with partners to facilitate a move to a shared approach. We have also launched a new LAC strategy which establishes joint approaches with partners to drive forwards outcomes for Looked After Children.

Our services for looked after children and safeguarding have been inspected by Ofsted and found to be outstanding in every aspect. The last 6 months of 2018/19 have seen demand pressures on the front door subside, with fewer contacts being received by the MAST leading to fewer referrals to Children's Social Care. Somewhat reflective of this, we have seen the number of Children in Need (excluding Looked After Children and Children subject to a Child Protection Plan) fall by 11% from 1,200 at the start of 2018/19 to 1,070 at the end of March 2019. The number of children subject to a Child Protection Plan has remained stable this year, consistently falling within our expected range. Our rate of Looked After Children also remains low, at 37 per 10,000 0-17 year olds. This is significantly lower than the latest national average of 64 per 10,000. This enables us to provide more timely and targeted support to those who do need to be looked after, allowing us to provide high-quality, stable placements. Roughly 3 in every 4 children in care live with a North Yorkshire registered and approved foster carer, providing a safe and caring environment to better support the outcomes for some of the most vulnerable young people in society.

To ensure that we are providing the best possible outcomes for young people, we have embedded a Quality of Practice Framework. Tying together the 3 key strands of Performance, Quality Assurance and Practice, the new framework has also introduced a more rigorous, outcomes focused approach to auditing through the implementation of 'Learning Spaces', completed by a worker and manager and reviewed by a moderator to ensure an accurate reflection of the case.

Key ambitions for the Council	High level outcomes	Priorities for the next four years
<p><b>Every adult has a longer, healthier and independent life.</b></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><b>Prevention</b> – 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><b>Extra Care</b> – 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><b>Strength-based approach</b> – 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><b>Integration</b> – 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><b>Care Market</b> – 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><b>Workforce</b> – 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><b>Technology</b> - Exploiting opportunities for the innovative use of technology to support people to maintain independence and wellbeing.</p>

**Highlights from recent progress**

**We have:**

**Supported care providers** - our Quality Improvement Team has worked with 60 of the 295 regulated providers of residential or domiciliary care services, developing and delivering tailored packages of improvement support. So far, 18 of the supported providers have been re-inspected and all have achieved improved

CQC ratings.

**Promoted careers in care** - we have made extensive use of social media to raise the profile of 'Make Care Matter', our campaign to attract people to a career in care. We have implemented an apprenticeship scheme that has the largest uptake in health and adult services, with over 60 new starters for its level 2 qualification and 30 staff wanting to undertake an up-skilling programme leading to a level 3 qualification.

**Increased our Extra Care provision** – we have opened new schemes in Harrogate and Helmsley, providing more than 110 new extra care units.

**Expanded the service offered by Living Well** - we have developed a more distinct Supported Employment Service, with our Living Well Team providing increased support with employment. We brought the stop smoking service in-house and Living Well is offering an improved range of free support services to people who want to give up smoking.

**Improved public mental health** - working with our partners, we developed a pathway of support for children and young people with self-harming behaviour and/or suicidal ideation. This is an online tool that contains information and guidance for parents, and professionals working with children and young people. We also allocated funding to develop a postvention offer across the Integrated Care Systems footprint. Postvention is an intervention conducted after a suicide, largely taking the form of support for the bereaved, as family and friends affected by a suicide may be at increased risk of suicide themselves.

**Improved integration with the NHS** - we have worked with our partners in Harrogate, including the acute hospital trust, primary health care providers, the mental health trust, and the Clinical Commissioning Group, to develop the Harrogate and Rural Alliance (HARA), which is delivering health and social care services in Harrogate and the surrounding rural district through joint health and social care teams.

**Improved overall population health** - we developed Discoveries on Your Doorstep, collections of walks around Scarborough and Selby with things to see and activities to do along the way. We plan to roll out this project for Harrogate district aligning with local policies around air quality and active travel. We also bid successfully for national Childhood Obesity Trailblazer funding to deliver a three-month 'discovery phase' to explore specific problems and drivers of childhood obesity in Scarborough and Selby.

**Joined up support for domestic abuse victims** - we have worked with York city and the Office of the Police, Fire and Crime commissioner to jointly commission an enhanced and complete package of support, including refuge and accommodation based services, to help all victims and survivors cope with the effects of domestic abuse.

**Improved support for carers** – we set up an implementation group to deliver actions identified in the Carers Strategy, launched early 2018. The group has worked in partnership to improve the early identification of carers, to provide an initial response to enquiries and to ensure we offer more carers assessments. We have also re-procured our carers respite sitting services, and we have been exploring new ways to build carers' influence into the planning and delivery of the carers' offer at different stages of their caring journey.

Key ambitions for the Council	High level outcomes	Priorities for the next four years
<p><b>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.</b></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><b>Creating high quality places and increased housing provision</b> – 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><b>Delivering a modern integrated transport network</b> – delivering our Strategic Transport Prospectus and Local Transport Plan (LTP4), connecting North Yorkshire to the rest of the North and the UK.</p> <p><b>Increasing skills levels and ensuring that the workforce meets the needs of North Yorkshire’s economy</b> - 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><b>Keeping the workforce healthy and happy</b> – 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><b>Creating the right conditions for business growth and investment</b> – 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><b>Enhancing the environment and developing tourism and the green economy</b> – 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 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><b>Delivering a modern communications network</b> – working to support the roll out of latest broadband and mobile communications technology to 100% of the County’s residents.</p>
<p><b><u>Highlights from recent progress</u></b></p> <p><b>We have:</b></p>		

**Increased housing provision** - Overall housing delivery is exceeding the Local Plan requirements, with 2,759 new homes being completed in 2017/18 and planning permission being granted for an additional 6,000 dwellings. The rate of housing completions per 1,000 households has increased by 13% in the year to March 2018, this is almost twice as much as the national rate of increase (England 7%).

**Further developed a modern integrated transport network** – We are continuing to work on major highway schemes including the A1(M) Junction 47 improvement scheme at Flaxby and the A59 Kex Gill Diversion Scheme. The National Highways and Transportation survey show a significant improvement in public satisfaction in almost all areas of the service and we have re-opened routes where bridges were washed away during the summer flooding.

**Developed the right conditions for business growth and investment** - The YNYER Spatial Framework is gathering support from Local Planning Authorities and will help identify the necessary infrastructure interventions that are needed to support growth. The “Better Together” Steering Group endorsed the commencement of the Sherburn Growth & Infrastructure Plan and we are supporting new industrial and commercial investment opportunities throughout the County (Eggborough, Dalton Park, “Create Yorkshire”).

**Enhanced the environment and developed the green economy** - Natural Capital Assessments are being undertaken in order to better understand what our natural environment offers and how it might better support communities and the economy. The Local Nature Partnership has been progressing an anaerobic digester (AD) project that would use roadside verge cuttings and other organic waste to produce power. A low Carbon Task Force has been initiated to look at the decarbonisation of the County and the percentage of waste going to landfill has been reduced from 40% in 2015/16 to less than 9% in 2018/19.

**Further developed a modern communications network** - The Superfast North Yorkshire (SFNY) project is continuing to roll out fibre based broadband to premises and homes; by the end of 2017, 89% of premises had access to superfast broadband. £1m of Growth Fund funding was agreed by Local Enterprise Partnership (LEP) in 2018 and is being used with Arqiva to enhance the mobile network (masts) and we are currently working with the Home Office team to ensure the new Emergency services Network programme is rolled out successfully.