

RYEDALE
DISTRICT
COUNCIL



LGA CORPORATE PEER CHALLENGE

Position Statement
OCTOBER 2016



Welcome...

Thank you for agreeing to take part in the Ryedale District Council Corporate Peer Challenge. We look forward to welcoming you on 19 October.

A very warm welcome to the **District of Ryedale**. You join us at a very exciting time, a time when we are moving our Vision further forward and turning that Vision into a reality. We have an ambitious programme for economic growth and also to ensure that our Council is even more business like and focused on the future needs of our customers. This activity is captured in our **T2020** programme which we have been working on with **iESE** for the last 10 months.

We are at the part of the process where the staff team of **Ryedale District Council** are going through a process of selection for their preferred positions within the Council. I am sure that the Peer Team have had similar experiences of managing change and they will recognise the levels of energy, engagement and excitement across the organisation for the new opportunities this will offer albeit an amount of nervousness that any selection process brings. In addition our Elected Members are also keen to position themselves for the future, again to be more customer focused and to be able to anticipate and manage change in the wider political context of Devolution, Combined Authorities and of course Brexit.



Councillor Linda Cowling
Leader of the Council



Janet Waggott
Chief Executive

Some of the areas where we have received recognition.

Local Land & Property Gazetteer - Gold Standard Achieved



The Ryedale Grand Prix - has been the final leg of the British Cycling Elite Road Series for the last four years



Gold Standard for Housing - DCLG Silver achieved, placing Ryedale in top 3% of Councils nationally achieving this award



The Great British High Street - Helmsley Market Town Category Winner 2015



Tour de Yorkshire

Le Tour - Ryedale has featured in the Grand Départ and every Tour de Yorkshire

Civic Voice Civic Voice Design Awards 2015 Public Realm Category Slowing the Flow in Pickering Judges Special Prize

Slowing the Flow - Pioneering Natural Flood Management

Safer Ryedale - Key Partner in North Yorkshire Neighbourhood Watch recognised nationally as a model for best practice



Food Enterprise Zone - Malton FEZ is the first to be awarded in Yorkshire

defra

We would like you to look at the progress we are making in these key areas.

How well is the Council achieving its stated vision of 'a place where all residents can enjoy a good quality of life with strong, prosperous and welcoming communities' and the steps which the Council, alongside partners, is taking to meet these aims.



Also to focus on the steps which the Council, alongside partners, is taking to meet the interrelated aims of creating the conditions for economic success and meeting housing need.



Finally we would like you to explore the capacity to transform the Council and the role of members in leading the organisation, efficacy of arrangements for decision making and accountability.



Introducing Ryedale

Ryedale is the largest and most sparsely populated district in North Yorkshire covering 585 square miles, with 35 people per km². With a total population of 53,100, 25% of whom are aged under 25 (compared to 30% nationally) with any increase in population coming from other areas in the UK and a majority of these are retirees.

The health of people in Ryedale is generally better than the England average. Life expectancy for men is higher than the England average. Life expectancy is 5.0 years lower for women in the most deprived areas of Ryedale than in the least deprived areas. The rate of those killed and seriously injured on the roads of Ryedale is the worst in England but has improved in the last 12 months.

Deprivation is lower than average, however about 10% (800) of children live in poverty. In Year 6, 15.6% (63) of children are classified as obese. Levels of smoking at time of delivery are worse for pregnant women in Ryedale than the England average. Levels of unemployment are very low and a quarter of those working are self employed (as compared to 10% nationally), with high levels of economic activity across the District.

Micro and small businesses dominate the local economy, which has a particular focus on manufacturing (food and advanced engineering), agriculture and forestry, accommodation / food and arts and entertainment.

The geographical barriers to services is significant for more remote communities with poor mobile phone coverage with areas of Ryedale being in the most deprived 20% for access to services. Communities are awaiting phase 2 of the fibre based broadband roll out.

Ryedale lies between York and the Heritage Coastline of North Yorkshire.

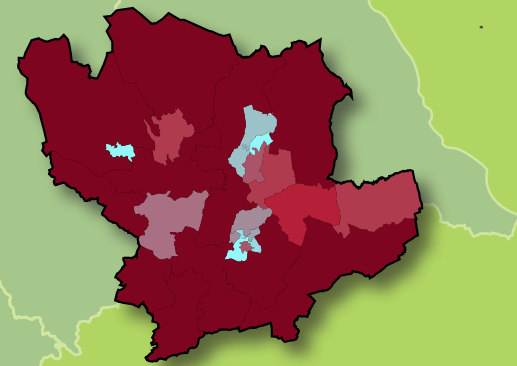
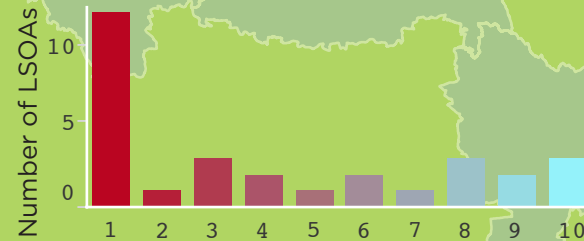
Ryedale is a diverse and beautiful area of spectacular scenery, bustling market towns, dale and hill farms, and picturesque villages.

GEOGRAPHICAL BARRIERS TO SERVICES

This domain of the index of multiple deprivation (IMD) relates to the physical proximity of local services.

LOWER SUPER OUTPUT AREA (LSOA) in decile 1 are amongst the most deprived 10% of areas in England, shaded red.

LSOAs in decile 10 are amongst the least deprived 10% of areas in England and are shaded blue.



District

England's Second Most Sparse District

53,100 Population

585² Miles

Transpennine Express
A64 Trunk Road

Economy

24.1% of the Ryedale Workforce are self-employed

10.2% is the national average

Health

89.5% of businesses in the District are micro businesses, employing fewer than 10 people

Manufacturing is the dominant employment sector (17.5%), Accommodation and Food Services (11.6%) and Agriculture (11.3%)

Strong advanced manufacturing structure around Pickering and Kirkbymoorside

The health of people in Ryedale is better than the England average. Life expectancy for men is higher than the England average and slightly lower for women. The rate of those killed or seriously injured is the highest in England per 100k of population.

53.1k population

31k work age

81.5% working | 73.7% GB
15.1% inactive | 22.2% GB
3.4% unemployed | 5.1% GB

Knowing our Place

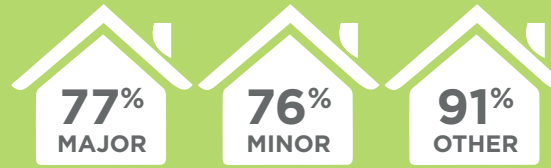
Ryedale possesses a very high quality environment and our aim is to maintain this in future years.

When we engage with residents about priorities for the future, a consistent message is that good jobs and a thriving economy are vital to the quality of life for residents of Ryedale, but this must be balanced against maintaining the quality of the local environment which is highly valued. This message is particularly strong from young people.

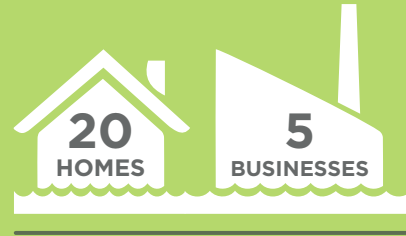
Ryedale is the second safest local authority area in England. Safer Ryedale, the community safety partnership have developed effective multi-agency working and support a network of neighbourhood watch schemes. These groups are the eyes and ears of the Council across the district.

Flood Management and Support has become an integral element of the Council's role as a category 1 responder as various areas across the district have been affected by flooding over a period of many years. Working with partners, RDC invested in the Slowing the Flow Project in Pickering and has worked effectively with communities to develop resilience plans which continues to be a key objective to minimise risk from flooding as far as possible.

The Council fully recognises the value of the Development Plan in helping to deliver growth and has prioritised the production of the Ryedale Plan and the Ryedale Community Infrastructure Charging Schedule to deliver the infrastructure required to support planned growth. The Local Plan Strategy was adopted in 2013. It was one of the first to be adopted following the introduction of the National Planning Policy Framework and to be found to be fully compliant with national policy. The Ryedale CIL is in operation and the site specific element of the Ryedale Plan is nearing completion.



Timely Processing of Planning Applications
August 2016



Impact of Floods on Ryedale
Boxing Day 2015



444
Scheduled Ancient Monuments
2000+
Listed Buildings



8
Registered historic parks and gardens
46
Conservation areas

25,446 NUMBER OF HOUSEHOLDS IN RYEDALE



21.73%
Household Waste Recycled



45.8%
Household Waste sent for Re-Use, Recycling & Composting



46%
Garden Waste Subscription Rate



1,275 Total Number of Watch Schemes in Ryedale:
437 Rural Watch
377 Neighbourhood Watch
160 Shop Watch, 102 Pub Watch
85 Horse Watch



1st Approval
NYCC Approved Test Drilling for Shale Gas - Kirby Misperton

1,659
Total Number of Crimes in 2015 - 2016

Knowing our Communities

We continue to understand and know our local communities and hold regular Parish Liaison meetings as an information exchange and networking opportunity. This approach has resulted in a ward pilot and a new Town Team approach for Helmsley.

We also work very closely with the Local Enterprise Partnership, Federation of Small Businesses and local business groups to understand and know our business communities. We have a large proportion of small and micro businesses. RDC together with Rural Action Yorkshire (RAY) along with Parish Councils have produced parish plans. To further our knowledge of our communities each Councillor has an Officer 'ward buddy' who it is intended is a walking encyclopaedia for the local area and the District as a whole. The Parish Liaison meetings also include ward members and which bring together NYCC, RDC parishes and partners including other agencies.

Ryedale has a network of community facilities for recreation and leisure activities which are all owned and managed by local communities for their own use, and that of other residents and visitors. There is also a thriving third sector for health and social care sectors supporting local people with a range of disabilities and issues.

The council supports existing and new facilities and events through a community grants programme and core funding for local infrastructure organisations. The Council owned leisure facilities in Pickering and Norton are now managed under contract with Everyone Active.

LOCAL DEMOCRACY IN RYEDALE

30 ELECTED MEMBERS



113 PARISHES



5 TOWN COUNCILS

66* PARISH COUNCILS

29 PARISH MEETINGS

*Representing 79 Parishes

20 WARDS REPRESENTED



COMMUNITY INFRASTRUCTURE



COMMUNITY GRANTS

37 awarded to help village halls, sports facilities and community services and projects 2015-16.



27% Average grant of project costs awarded.

69% GENERAL ELECTION TURNOUT



Our Priorities - Growth

Ryedale has low unemployment, much entrepreneurial activity and the highest levels of economically active residents in the LEP area - but very low average wage levels. Nearby York and Scarborough provide major employment, training and shopping opportunities but two thirds of residents work in Ryedale, which has attractive and historic market towns with many independent retailers. Local businesses experience skills and recruitment difficulties as young people often relocate after school and an ageing population structure will result in a shrinking workforce unless addressed. Young people entering the workforce can need support and the Council is very active with the LEP, schools and partners to improve the match between local skills and the needs of employers.

There has been excellent progress in bringing forward employment land and infrastructure at Malton and Norton but shortfalls and viability challenges affect land supply in northern Ryedale and Ryedale lacks prestigious business premises. Transport access to Ryedale - and in and around Malton and Norton - limit growth and we have limited broadband and mobile coverage despite recent improvements. Community Infrastructure Levy (CIL) and local authority resources are insufficient to meet infrastructure needed for growth and partnerships with the LEP and others are key.

The Council aims to create conditions in Ryedale that support economic opportunities and growth - particularly within sectors that can lift our wage levels - and our approach and priority projects are determined through the Ryedale Economic Action Plan. Successful bids to the Local Growth Fund are helping to deliver the Food Enterprise Zone and Agri Business Park at Malton and the National Agri Food Innovation Campus at Sand Hutton, recently acquired by Capita. Further Ryedale bids have been included in the LEP's recent submission for Growth Deal 3, including a new Business Park at Pickering in partnership with a major Ryedale employer and flood mitigation measures in Malton.

ECONOMY

81.5%
of population
are in employment

73.7%
is in the national
employment rate



TOP YORKSHIRE
ATTRACTION

1.5M
Visitors
to Flamingo Land

Thriving visitor
economy with
Flamingo Land
& Castle Howard
in the Yorkshire
and Humber
Top Ten

TRAVEL TO WORK

- 1% To County Durham
2% From County Durham
- 4% To Harrogate
3% From Harrogate
- 10% To Hambleton
7% From Hambleton
- 9% To Selby & Leeds
7% From Selby & Leeds
- 41% To City of York
21% From City of York

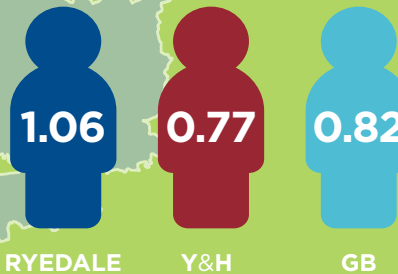
PERCENTAGES SHOWN ARE OF
ALL 'INWARD' COMMUTERS AND
'OUTWARD' COMMUTERS

65%
LIVE &
WORK IN
RYEDALE

- 25% To Scarborough
33% From Scarborough
- 10% To East Riding & Hull
21% From East Riding & Hull

HIGH JOB DENSITY

Ratio of total jobs to
population aged 16 to 64



LOW WAGE LEVELS

Lowest weekly wage
levels in Yorkshire
and the Humber.



QUALIFICATIONS (2015)

APPRENTICESHIPS

Growth of 10% Year on Year to 430 in 2015-16. Engineering apprenticeships have doubled in the last 5 years, despite the downturn in the oil exploration sector.



Our Priorities - Growth

We work to deliver the housing priorities as part of the LEP, aiming to deliver more good quality market and affordable homes, make better use of existing housing stock and facilitate better, more accessible, housing services and choice for residents. With private developers, registered providers and the rural housing enabler, we facilitate delivery of affordable housing through the Homes and Communities Agency (HCA) funding and S106 delivery. In addition identifying and facilitating the delivery of sites for Starter Homes.

The White Rose Home Improvement Agency has led to the development of the Well Being Service, Handyman Service, the delivery of Disabled Facilities Grants (DFGs) and the amalgamation of the Choices for Energy Service. Funding from Public Health has supported improvements to homes to reduce fuel poverty. Through Warm & Well in North Yorkshire we have developed the Cold Snaps Warm Homes project involving the thermal imaging of 3 villages in Ryedale. An updated stock condition survey will be completed in 2016/17.

The Young People's Accommodation Partnership is a nationally commended collaborative approach to assisting homeless young people aged 16-25. This ensures those at risk of exclusion from home receive mediation aiming to prevent homelessness and young people being placed 'in care'. Working closely with Ryedale YMCA, Safe and Sound Homes and NYCC we provide tailored packages of support, plus accommodation. 'Platform for Life' government funding has been secured to create accommodation for young people to achieve independence. Ryedale was the only authority in North Yorkshire to secure this funding.

Ryecare provide a 24/7 call monitoring and emergency call handling service throughout the district and beyond. The call centre has recently been upgraded and an emergency response service is now available to all customers through a local care company, ensuring the best service for our customers.

HOUSING



NET ADDITIONAL HOMES PROVIDED
245 against a target of 200.



SUPPLY OF DELIVERABLE HOUSING SITES.



523 RYECARE LIFELINE CONNECTIONS IN RYEDALE

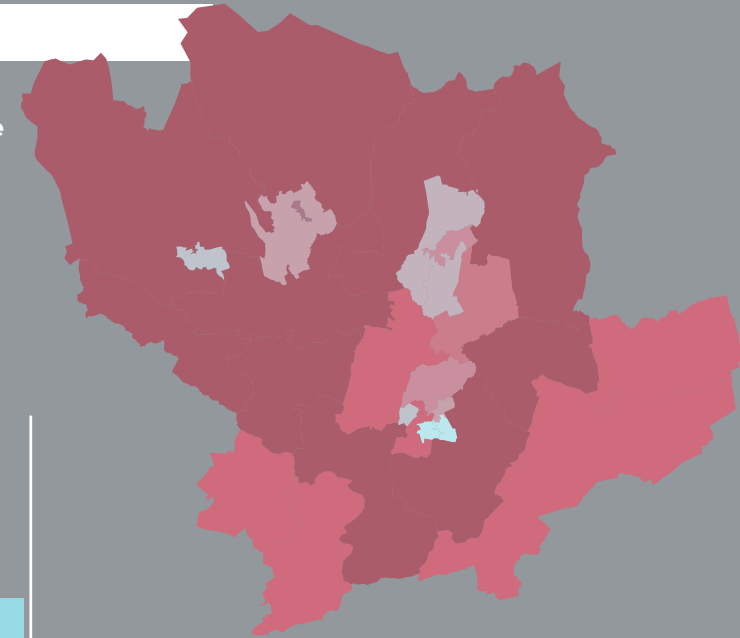
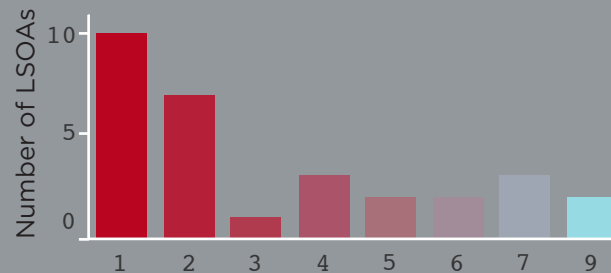
QUALITY OF LIVING ENVIRONMENT

This domain of the index of multiple deprivation (IMD) relates to the condition of housing and the availability of central heating.

LOWER SUPER OUTPUT AREA

LSOAs in decile 1 are amongst the most deprived 10% of areas in England, shaded red.

LSOAs in decile 10 are amongst the least deprived 10% of areas in England and are shaded blue.



700
APPROACHES TO HOUSING OPTIONS TEAM - 2015-16



15.9%
HOUSEHOLDS LIVING IN FUEL POVERTY
Highest in North Yorkshire



67
AFFORDABLE HOMES
Under construction 2015-16



9.4
AFFORDABILITY RATIO
Third most unaffordable area in Yorkshire & Humber



37
HOMELESS APPLICATIONS RECEIVED 2015-16

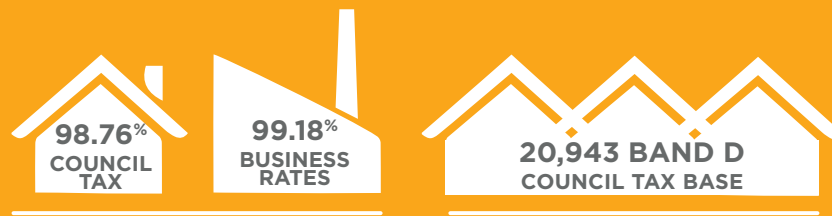
Our Priorities - Strong Financial Management

The Council has put in place a fully integrated Financial Strategy to ensure long-term financial stability, the achievement of Value for Money and funding for priorities. The future challenges presented by the funding settlement are considerable and the certainty provided by a four year settlement has to be balanced against a shift in the funding base for local authorities to property-based funding. This presents significant financial risk to the Council, predominantly from business rate appeals, the impact of which can be considerable for a district council. The detail of the retention of 100% of business rates in the public sector is also not yet clear, but it is clear the basis of retention will be risk and reward. Ryedale currently has a Council tax base of 20,943 Band D equivalent properties, an increase of 406 on the 2015/16 Council tax base and 2883 businesses registered for business rates, with 1329 claiming small business rate relief at either the full or tapered level. It is clear that the sustainability of a local authority into the future will be dependent on their ability to attract business growth and increase the Council Tax base.

The Ryedale Approach to Efficiency

Over the last six years Ryedale District Council has delivered efficiency savings of £3.8m which represents 60% of its current net revenue budget of £6.4m. Ryedale has been innovative in delivering its frontline and back office services. Partnerships have constantly been sought with the private sector and other public sector organisations to maximise both the efficiency and effectiveness of service provision.

Being a rural authority there is a high cost of providing many services which is not fully reflected in national finance settlements. The approach, therefore, to service procurement and delivery has to be innovative in order to deliver a balanced budget.



Collection Rates 2015-16

Council Tax Base 2016-17

Top 10 Business Rate payers
(0.35% of Ryedale businesses)
generate 33% of Business Rates.



10 BUSINESSES = £5.5m 2873 BUSINESSES = £10.5m

BUDGET POSITION 2016 - 2017

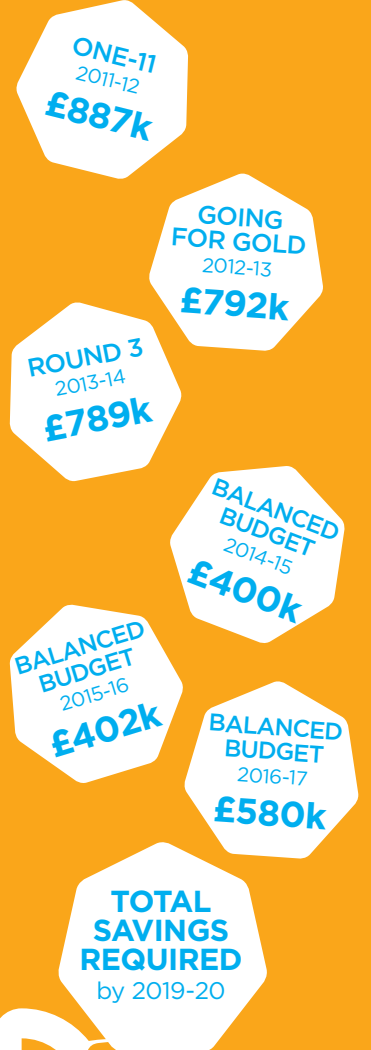
- £6.41m NET REVENUE BUDGET
- £5.00 INCREASE IN RDC ELEMENT OF COUNCIL TAX
- £5.54m CAPITAL PROGRAMME 2016 to 2020
- £1.161m REMAINING NEW HOMES BONUS

TARGET SAVINGS 2016 - 2020

- £100k ASSETS
- £400k MANAGEMENT STRUCTURE
- £500k BUSINESS PROCESS REDESIGN
- £100k OTHER EFFICIENCIES
- £1.1m TOTAL**

EFFICIENCY PROGRAMMES

£3.8M OF SAVINGS
achieved over the last 6 years,
this represents 60% of the
current net revenue budget



Our Priorities - Towards 2020

The Council's corporate efficiency strategy is entitled 'The Towards 2020 programme' and is based around making the most out of the following four areas of the organisation:

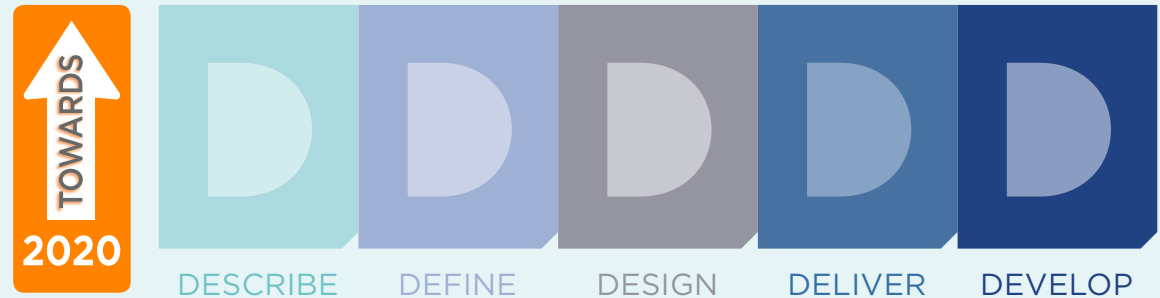
- Management of Systems and Services;
- Enabling Technology;
- Enabling Assets and Acquisitions; and
- Enabling Competencies, Skills and Behaviours

Given the scale of the savings required the Council needed to adopt whole organisation change and re-invent the way services are delivered, with a rapid requirement to move to a lower cost, higher value operating model - the need is to do very different things in a very different way. Transformation will be all about customers and with the aim to significantly improve customer experience and outcomes at reduced cost through the removal of duplication and waste, and focussing on prevention to reduce unnecessary demand for services.

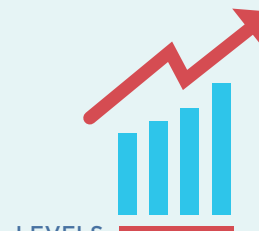
The Towards 2020 planning is reflected forward to meet the needs of tomorrow as well as today.

The full Mandate for Change has been communicated to Officers and Members of the Council. The Council has also developed a blueprint for change based on design principles for how the council will operate into the future which are categorised into the key themes of:

- Customer interaction
- Levels of Performance
- Service Delivery
- Ways of Working



CUSTOMER INTERACTION



LEVELS OF PERFORMANCE



46 Complaints received 2015-16
6 Complaints referred to Ombudsman
0 Complaints upheld by Ombudsman



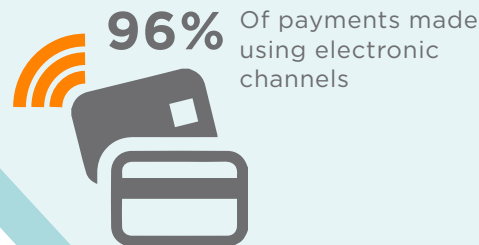
OUR VALUES UNDERPIN ALL THAT WE DO



WAYS OF WORKING



SERVICE DELIVERY



and finally...

as we deliver our 2020 vision we are preparing for our next customer journey and are very excited that there will be new partners to accompany us towards excellent services for residents, businesses and visitors for Ryedale. We have a clear a vision, focussing on doing what matters for Ryedale and strong leadership to steer us through this challenging period of change.

We are proud of our values and behaviours and these will guide us to meet the challenges ahead ensuring we can deliver our ambitious savings plans. We look forward to meeting the peer challenge team and working together to make the most of this opportunity to learn and share and to celebrate our strengths.