



POLICY AND RESOURCES COMMITTEE

Thursday 16 June 2016 at 6.30 pm

Council Chamber, Ryedale House, Malton

Agenda

1 Emergency Evacuation Procedure

The Chairman to inform Members of the Public of the emergency evacuation procedure.

2 Apologies for absence

3 Minutes

(Pages 5 - 8)

4 Urgent Business

To receive notice of any urgent business which the Chairman considers should be dealt with at the meeting as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972.

5 Declarations of Interest

Members to indicate whether they will be declaring any interests under the Code of Conduct.

Members making a declaration of interest at a meeting of a Committee or Council are required to disclose the existence and nature of that interest. This requirement is not discharged by merely declaring a personal interest without further explanation.

PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE

6 Creative Economy Commissioning 2016/17

(Pages 9 - 30)

7 **Delivering the Council's Priorities** (Pages 31 - 60)

8 **Update on Local Air Quality Management** (Pages 61 - 78)

9 **Appointment of Working Parties**

Appointment of Working Parties 2016-17

The Committee is requested to appoint Members to the following Working Parties/Sub-Committee for the ensuing year, until such time as new appointments are made:

Senior Management Contracts Working Party

4 Conservative Members - Councillors S Arnold, Cowling, Farnell and Goodrick

Substitutes: Councillors V Arnold and Frank

2 Others -

Substitutes:

Resources Working Party (including Community Grants Working Party)

Conservatives – 6 seats: Councillors S Arnold, V Arnold, Cowling, Frank, Ives and Raper

Substitutes: Councillors Cleary, Farnell and Hope

Liberals – 1 seat: Councillor Clark

Substitutes: Councillor Thornton

New Independents – 1 seat: Councillor Burr

Substitutes: Councillor P Andrews

Liberal Democrats – 1 seat: Councillor Shields

Substitutes: Councillor Keal

Independents – 1 seat: Councillor Maud

Substitutes: Councillor Wainwright

Sub Committee – Appeals Panel

3 named Members – 2 Conservatives, 1 Other

Councillors Farnell, Keal and Oxley

In the absence of any of these Members, the panel to consist of 3 Members (2 Conservative, 1 other) to be appointed by the Chief Executive in Consultation with the Chairman of Policy and Resources, or in the Chairman's absence, the Vice Chairman. The panel to meet as and when required.

Constitution Working Party

Chairman of Council, Group Leaders and Councillor Ives

PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL

10 **Budget Strategy 2017/18 and Efficiency Statement** (Pages 79 - 100)

11 **Member Involvement in Appeal Panels** (Pages 101 - 114)

12 **EXEMPT INFORMATION**

That under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following item as there would be a likely disclosure of exempt information relating to any individual or which is likely to reveal the identity of any individual.

- 13 **Towards 2020 - Senior Staffing Matters and Use of Reserves** (To Follow)
- 14 **Any other business that the Chairman decides is urgent.**

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Policy and Resources Committee

Held at Council Chamber, Ryedale House, Malton
on Thursday 31 March 2016

Present

Councillors Joy Andrews, Paul Andrews, Steve Arnold (Vice-Chairman), Val Arnold, Clark, Cowling (Chairman), Ives and Oxley

By Invitation of the Chairman: James Farrar, York, North Yorkshire and East Riding Local Enterprise Partnership

In Attendance

Jos Holmes, Gary Housden, Peter Johnson, Nicki Lishman, Phil Long, Julian Rudd, Janet Waggott and Anthony Winship

Minutes

PLEASE NOTE: DURING THE FIRST HOUR OF THE MEETING A MICROPHONE WAS NOT USED FOR THE PRESENTATION ON DEVOLUTION. COUNCILLORS QUESTIONS AND SOME RESPONSES ARE RECORDED BUT THESE ARE INTERMITTENT.

62 **Apologies for absence**

Apologies for absence were received from Councillor Raper.

63 **Minutes**

Decision

That the minutes of the meeting of the Policy and Resources Committee held on 4 February 2016 be approved and signed by the Chairman as a correct record.

Voting record
For 6

64 **Exempt information**

The Committee agreed not to move into Exempt for consideration of the minutes of the Resources Working Party held on 17 March 2016.

65 **Recommendations from the Resources Working Party held on 17 March 2016**

Decision

That the decisions of the Resources Working Party held on 17 March 2016 be received and that the recommendations to the Policy and Resources Committee outlined in Minute 41 be approved.

Voting record
For 8

66 **Urgent Business**

There were no items of urgent business.

67 Declarations of Interest

There were no declarations of interest.

PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE

68 Reserves Report

Considered - Report of the Finance Manager (s151)

Decision

That the current position of the usable reserves of the Council be noted.

Voting record
For 7
Abstentions 1

PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL

69 Ryedale Economic Action Plan

Considered - Report of the Head of Economy and Infrastructure

Recommendations to Council

- (i) That the Ryedale Economic Action Plan 2016-20 at Annex C be adopted;
(ii) That the proposed 'Priority Economic Projects' for 2016-20 and 2020+ be agreed and highlighted within the REAP as follows;

Priority Economic Projects for delivery 2016-20

- Northern Ryedale employment sites (Pickering, Kirkbymoorside - Kirkby Mills and Ings Lane, Helmsley)
- Delivery of Malton Food Enterprise Zone
- Delivery of National Agri-Food Innovation Campus
- Marketing of Ryedale both to potential investors and to visitors
- Norton south-east link road
- Skills initiatives
- Enhanced communication links including cycle, high speed broadband and mobile phone connectivity.
- Supporting the development of the Creative Hub in Malton.
- Enhance rail parking and measures to reduce congestion at the rail crossing, Norton.

Priority Economic Projects - for delivery 2020 onwards

- A64 dualling Hopgrove-Barton Hill
- A64 Norton - Scarborough selective improvements
- A64 Crambeck - Musley Bank dualling
- Malton/Norton - new river and rail crossing / Derwent Park

(iii) That Council conduct a feasibility study funded from the New Homes Bonus reserve to look into delivering the final bullet point under "Priority Economic Projects for delivery 2016-20" above.

Voting record
For 5
Abstentions 3

PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE

70 Delivering the Council Plan

Considered - Report of the Head of Corporate Services

Decision

That the report be noted.

Voting record
For 6
Abstentions 1

PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL

71 Fuel Poverty Scrutiny Review

Considered - Chairman of Overview and Scrutiny Committee Cllr Wainwright

Recommendations to Council

i) It is recommended that the Policy and Resources Committee discuss each recommendation and provide a view on each of those numbered 1 to 5 within the report.

ii) It is further recommended that, in relation to the Overview and Scrutiny Committee recommendation 5, the cost of commissioning a stock control survey be kept to a minimum whilst upholding statutory obligations.

Voting record
For 5
Abstentions 3

72 Devolution - towards a way forward for York, North Yorkshire and the East Riding

Considered - Report of the Chief Executive

Recommendation to Council

That support is given to officers to continue discussions with government on a devolution deal based on a York, North Yorkshire and East Riding geography on a formal basis alongside other options.

Voting record
For 5
Abstentions 3

73 Exempt Information

Decision

That under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following item as there would be a likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

74 The future of Ryedale House

Considered - Report of the Chief Executive

Recommendation to Council

It is recommended that Members agree in principle to the disposal of Ryedale House, and that a request be made that the site be considered for inclusion in the Local Plan Sites Document. (Option 2). The final decision to dispose, or not, will be made after the final recommendations arising from the Scrutiny Review of Council Assets have been considered.

Record vote
For - Councillors S Arnold, V Arnold, Cowling, Ives and Oxley
Against - Councillors J Andrews, P Andrews and Clark

75 Any other business that the Chairman decides is urgent.

There being no items of urgent business, the meeting closed at 10.30 pm.



PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	POLICY AND RESOURCES
DATE:	16 JUNE 2016
REPORT OF THE:	HEAD OF ECONOMY AND INFRASTRUCTURE JULIAN RUDD
TITLE OF REPORT:	CREATIVE ECONOMY COMMISSIONING 2016 / 17
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

1.1 To agree the Creative Economy Commissions for 2016/17.

2.0 RECOMMENDATION

2.1 It is recommended that the Creative Economy Commissions for 2016/17, as detailed in Annex B, be approved.

3.0 REASON FOR RECOMMENDATION

3.1 The 2016/17 commissions recommended for approval (as detailed in Annex B) are designed to deliver economic benefit to the local economy and businesses; maximising the multiplier effect and assisting social enterprises to generate income more effectively. They have additional benefits of supporting the visitor economy by improving the visitor product.

3.2 The creative economy is particularly important to Ryedale, as well enjoying sustained growth as part of the national economy (<http://www.artscouncil.org.uk/exploring-value-arts-and-culture/arts-culture-and-economy>). The Ryedale Economy Member Briefing on 3 March 2017 outlined that 7% of our business stock is related to Arts, Entertainment, Recreation and Other Services. This statistic does not include small businesses below the VAT threshold or sole traders so is likely to be much higher and include the approximately 150 individual practitioners that the Creative Economy Officer works with. (This activity drives a higher proportion of Arts Lottery funding to Ryedale than comparable districts.) Consequently, support for the creative economy sector is explicit in the recently adopted Ryedale Economic Action Plan for 2016 to 2020.

3.3 The commissioned activities relate specifically to the contribution of the projects to the Ryedale economy, however, they also have a broad range of associated

community benefits. The most recent available research indicated that 45% of Ryedale residents were defined by DCMS as “engaged in the arts” compared with 40.1% in Yorkshire and the Humber.

4.0 SIGNIFICANT RISKS

- 4.1 Significant risks, including the failure to deliver potential economic benefits and growth if the creative economy is not supported, are set out in Appendix A.

5.0 POLICY CONTEXT AND CONSULTATION

- 5.1 Council Aim 1: To create the conditions for economic success in Ryedale.
- 5.2 Council Aim 4: To have active communities where everyone feels welcome and safe.
- 5.3 Ryedale Economic Action Plan 2016-2020: 1(f) Profitable and ambitious SMEs (businesses under 250 employees) in the Creative Economy sector.

REPORT

6.0 REPORT DETAILS

Background

- 6.1 In January 2013, the Commissioning Board agreed to follow a commissioning approach to support the creative economy. Members confirmed the 6 service objectives that they wished to achieve through this support:
- i. The concept of a ‘hubs’ for creative economy activity in Ryedale.
 - ii. A greater link between the creative and visitor economy, to improve the economic benefit of arts and heritage to the locality.
 - iii. Support for creative individuals, businesses and enterprises to foster business growth.
 - iv. Support for social enterprises to develop new audiences (contributing to economic sustainability moving forward)
 - v. A small grant scheme to continue, to provide support for new, innovative projects or pump priming projects.
 - vi. Enterprises should work collaboratively to improve joint action and reduce duplication.
- 6.2 The commissioning process presents the opportunity for innovation, efficiencies and collaboration between organisations and to deliver on the service objectives and the Ryedale Economic Action Plan aspirations. The process seeks to maximise the benefits of the creative economy sector in Ryedale.
- 6.3 2016/17 is the fourth year of commissioning. A progress report for 2014/15 (the second year of this process) is at Annex D. Although 2015/16 commissions did not begin until September 2015, feedback from in year monitoring is positive, particularly in respect of the Book Festival and On Tour economic multiplier.
- ##### **Cultural Economy Commissioning 2016/17**
- 6.4 Proposals for 2016/17 commissions were invited in April. The process of the discussions that followed was iterative and based on the skills of the provider organisations in their specialist field. Bids totalling £66,706 were received, £10,906 over budget. Officer discussion and negotiation with the bidders has resulted in the

recommended commissions set out in Annex B of this report. These are considered to represent the optimum benefits for the allocated budget while providing appropriate support that allows the thrust of proposals to be implemented.

- 6.5 The recommended proposals that were submitted are outlined below and are summarised in Appendix B, with full details of the proposals provided in Appendix C.

Dalby: The Great Yorkshire Art Forest Lead Organisation: The Forestry Commission and Crescent Arts

- Delivers on objectives i,ii,iii, iv and vi

Maximising local economic benefit from performing arts activity – Lead Organisation: On Tour (Rural Arts)

- Delivers on objectives ii, iii, iv and vi.

Museums Ryedale – Lead Organisation: Ryedale Folk Museum

- Delivers on objectives ii, iii, iv and vi.

Northern Ryedale Creative Hub – Lead organisation: Helmsley Arts Centre

- Delivers on objectives i (other objectives are now covered by day to day activity, not funded by RDC)

Ryedale Festivals Partnership – Lead Organisation: CREATE, Scarborough

- Delivers on objectives ii, iii, iv and vi.

Small / Pilot commissions scheme – Lead organisation: Ryedale District Council

- Delivers on objectives ii, iii, iv, v, vi

Southern Ryedale Creative Hub – Lead organisation: The Milton Rooms Management Committee

- Delivers on objectives i,ii,iii,iv

- 6.6 In relation to a proposal from 'Dicken's Gift to Yorkshire' the recommendation is to not directly fund this project but that funding be awarded to the Ryedale Festivals Partnership (see Annex B). 'Dickens Gift to Yorkshire' is a member of the Partnership and would benefit from the collaborative activity in terms of evaluation techniques and sustainability. In addition, 'Dickens Gift to Yorkshire' has been recommended for other funding (the 'Welcome to Yorkshire' Yorkshire Coast and North York Moors Partnership Festivals and Events Fund) that is aimed at new tourism product.

7.0 IMPLICATIONS

- 7.1 The following implications have been identified:

a) Financial

The proposals as recommended at Annex B are within the approved 2016/17 budget of £55,800.

b) Legal

Each Commission will be outlined in a 'Grant Agreement' with the lead organisation. This ensures that the organisations that are commissioned are adhering to relevant legislation. Payment can be made in instalments and subject to satisfactory performance.

c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime &

Disorder)

There are no significant issues. The Grant Agreement requires each commissioned organisation to have due regard to legislative requirements including safeguarding duties.

8.0 NEXT STEPS

- 8.1 The Creative Economy Officer will be working with the commissioned organisations to ensure that they are delivering the outcomes desired and also linking the projects together to ensure the whole is greater than the sum of the parts. The projects will also be linked with the visitor economy offer and activities.

Julian Rudd

Head of Economy and Infrastructure

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Background Papers:

Commissioning proposals from each organisation.

Background Papers are available for inspection at:

www.ryedale.gov.uk
Ryedale House.

CREATIVE ECONOMY COMMISSIONING - 2016/17 COMMISSIONS ANNEX A

Issue/Risk	Consequences if allowed to happen	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
Failure to deliver the commissions	Creative economy is not supported and economic action plan is not delivered	3	C	Evaluation and payment framework will include staged performance monitoring to identify any shortcomings.	2	B
Failure to achieve the service objectives	Creative economy is not supported and economic action plan is not delivered	3	C	Where one or more of the objectives is not being delivered, alternatives may be put in place, or priority given to this objective for future years.	2	B
Failure of new collaborative partnerships	Commissions fail	3	C	Support for the new partnerships will be provided by the Creative Economy Officer.	2	B
Detrimental impact on organisations that are no longer supported (Decommissioning)	Organisations fold.	4	C	The Creative Economy officer will continue to work with organisations to find alternative funding and reference can also be made to RVA funding advice service.	2	B
Reputational Risk of failed activities	RDC criticised for involvement in failed activities.	3	C	SLA 2015 now contains paragraph relating to reputational risk and updated references to legislation such as safeguarding and equalities. This enables commissions to be terminated at an early stage.	2	B
Lack of evaluation to demonstrate value of activity to future funders	Projects and organisations are not able to demonstrate value to funding organisations	4	C	2016/17 Festivals Commission will address evaluation techniques to improve future prospects for funding	1	A

Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

P&R Creative Economy Commissioning Recommendations 2016/17 Appendix B

RDC Priorities:

- i. Working towards the concept of 'hubs' for creative economy activity in Ryedale, with potential to develop this at existing centres in the north and south of the District. The provision of a virtual hub should also be progressed.
- ii. A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality.
- iii. Support to be provided for creative individuals, businesses and enterprises to foster business growth.
- iv. Support to be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)
- v. A small-scale grant scheme to continue, to provide support for new, innovative projects or pump priming projects.
- vi. Enterprises to work collaboratively to improve joint action and reduce duplication.

Name and Delivery Partner	Area of Benefit and activity summary	RDC Priority delivered upon	Request	Recommendation
Dalby: The Great Yorkshire Art Forest. Forestry Commission and Crescent Arts.	<p>Dalby Forest (Pickering/Thornton Dale & Northern Ryedale)</p> <ul style="list-style-type: none"> • Responds to national Forestry Commission report on the role of arts programmes in driving the visitor economy. • First phase of a long term strategic plan to deliver high quality arts provision to gain an international reputation as a vibrant cultural destination. • Support for arts practitioners in Ryedale to gain maximum benefit from investment. 	i. ii. iii. iv. vi.	£6000	£5000
Maximising local economic benefit from performing arts activity. On Tour (Rural Arts)	<p>All Ryedale (rural)</p> <ul style="list-style-type: none"> • Not for private profit social enterprise with good track record of delivery in the commissioning process • Support for rural venues (such as village halls) to develop audiences and business relationships, to stimulate profit for the venue. • Collaboration between Ryedale promoters • Commercial training for volunteers • Continued partnership and learning. 	ii. iii. iv. vi.	£6300	£6000
Museums Ryedale. Ryedale Folk Museum	<p>All Ryedale</p> <ul style="list-style-type: none"> • Partnership created in response to the commissioning requirement for improved collaboration and now developing own joint activities. • The partnership includes Ryedales's accredited museums. • Responding to the needs of the modern audience by preparing for digital marketing activity. Eg Google 360 	ii. iii. iv. vi.	£12000	£10000

Northern Ryedale Creative Hub. Helmsley Arts Centre	Helmsley & Northern Ryedale. <ul style="list-style-type: none"> • Not for private profit social enterprise • Has built on successful previous commissioning work and now a key role in the visitor economy network in Helmsley. • Focus is now on strengthening skills in the sector through delivery of a Youth Arts Training Programme. 	i.	£10406	£9800
Ryedale Festivals Partnership. 'Create'	All Ryedale. <ul style="list-style-type: none"> • Not for private profit social enterprise has developed the commission activity based on local needs identified in the previous year's consultation. • Focus on developing skills of Festivals to improve 'impact and evaluation' calculations for their own marketing activity, potential sponsors and funding organisations • Supporting long term sustainability by improving marketing and funding strategies. 	ii. iii. iv. vi.	£10000	£9500
Small/pilot Commissions. Ryedale District Council	All Ryedale <ul style="list-style-type: none"> • Small scale projects of up to £1,000 designed to pilot new ideas for the sector. • Good track record of delivery and development into larger projects and partnerships 	ii. iii. iv. v. vi.	£2000	£1500
Southern Ryedale Creative Hub. Milton Rooms Management Committee	Malton & Southern Ryedale <ul style="list-style-type: none"> • Not for profit social enterprise, managed and operated by volunteers. • Continuing on its journey to create a financially robust arts centre for the southern Ryedale area. • Adopting a planned and phased approach to development 	i. ii. iii. iv.	£15000	£14000
TOTAL			£61706	£55800
Dickens Festival (Dickens Gift to Yorkshire)	Malton This project is not recommended at this time for an individual creative economy commission. The Dickens Festival is now part of the Ryedale Festivals Partnership and it is felt that this is the most appropriate investment to support the DF moving forward and to support its long term funding strategies. In addition, Officers have recommended this project to Welcome to Yorkshire's Yorkshire Coast and North York Moors events fund for £2,000.	iv.	£5000	£0

P&R 16 June 2016 Annex C Detail of Creative Economy Commission recommendations 2016/17

1. Dalby The Great Yorkshire Art Forest: The Forestry Commission and Crescent Arts:

Service Objective/s:

- Working towards the concept of 'hubs' for creative economy activity in Ryedale
- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality.
- Support should be provided for creative individuals, businesses and enterprises to foster business growth.
- Enterprises should work collaboratively to improve joint action and reduce duplication.

Funding request: £6000 out of a £44,000 project

Context: This work will be delivered by a partnership between the Forestry Commission and Crescent Arts, and is intended to deliver on the current FC / Arts Council England (ACE) Memorandum of Understanding (MOU) and as a response to "Contemporary Art in Heritage and Landscape Settings - Forestry Commission Audience Report" which outlines the role that arts programmes play as a driver of visits, the impact of programmes on the experience and the extent to which it reaches new audiences. It is also a response to the lack of visual arts infrastructure and high quality visual arts opportunities for Ryedale artists. The proposal provides opportunity for local and (inter)national artists to work together with new audiences in new and inspirational settings.

Dalby, the Great Yorkshire Forest has approximately 400,000 visitors a year and already offers social, environmental and economic opportunities through the Active Forest programme, cycle trails, volunteering opportunities and facilities for businesses. The ACE MOU is part of a strategic plan to develop arts opportunities through Forest ArtWorks and a local programme. This will increase the number of visitors to the site and open up the forest to a wider range of audiences. There is an existing history of arts and cultural activity in Dalby including the commissioning of public artworks, exhibitions, workshops, theatre, film, forest concerts and the ongoing project to construct the world's largest dry stone wall maze.

Crescent Arts has a 35 year track record of supporting artists and creative practitioners, promoting and presenting contemporary visual arts for wider public enjoyment and participation. It's an Arts Council National Portfolio Organisation and its key work areas are subsidised studio provision; professional development for artists; an exhibition programme; a workshop programme and access to facilities for creative production. It works with artists of national standing, including Cornelia Parker, Jeremy Deller and David Shrigley and its work has attracted extensive press and media coverage by the Guardian, the Times, the Telegraph and the BBC.

The artist proposed as the first Artist in Residence at the forest is Helen Sear, who has a considerable international reputation and was selected to represent Wales at Venice Biennale 2015. The showing of that work in Dalby would be the first time it has been seen in the UK.

Description of service/project: This commission will establish a long term strategy and programme of activities in Dalby. The main areas of focus is the creation of a vibrant cultural destination through provision of ambitious Arts and Cultural activity of the highest quality with regional, national and international impact. Audience development work will attract new local/inter/national audiences and build cross-over arts/non-arts audiences, resulting in increased spend and dwell-time. There will also be provision of opportunities and support

for artists, creative individuals and enterprises based in Ryedale, who will be able to participate in the programme, develop their practice and promote their work with greater access to audiences and visitors.

This pilot will work with a major Artist in Residence to set a quality standard which will maximise creative/economic impact and with the ongoing aim of creating further artists' residencies/exchanges and extending regional, national, international cultural engagement and reach. New work will be commissioned as part of the residency and the showing of Helen's work from Venice 2015 will be a UK-wide premier. Promotion for the activity will maximise on her inter/national reputation, raising Dalby's profile and putting Ryedale 'on the map'. The Residency will deliver a public programme of inside/outside (exhibition, interventions, creative workshops), as well as facilitating participation, creative learning and employment opportunities involving creative practitioners and enterprises, schools, colleges, apprenticeships, vocational training etc.

A long term strategy/action plan will develop from the project - essential to attract the best artists and draw in the widest range of visitors to Dalby Forest. The economic impact of creative activities will be monitored & evaluated (including visitor numbers (existing and new audiences), demographic profiling, evidence of extended reach & engagement and dwell time & related spend).

The project will support creative individuals by delivering 'CPD' opportunities for Ryedale's professional artists addressing aspects of project and career development including financial management, promotion, engagement and career planning. Helen will also deliver 'professional practice seminars' aimed at Ryedale's professional artists, with Q&A discussion. The partnership will invite involvement and consultation with associated businesses that might benefit from both the pilot and ongoing strategy.

Outcomes: The partnership will develop arts infrastructure in a rural context which is currently under-developed, with joint action that can extend beyond the region to link with Forest Art Works programme and FC/ACE Memorandum of Understanding, which takes in other sites e.g. Grizedale with high profile arts, cultural and heritage programmes of work. It will utilise the network of key artists, agencies & HE partners with which Crescent Arts works and which extends across the region, and inter/nationally (Yorkshire Sculpture Park, Art Fund etc).

This proposal will deliver:

- a strategy for development of Dalby as an Art Forest
- a programme of activities, such as seminars, workshops, exhibitions
- significant new work created in Dalby by an artist with international standing
- additional visitors bringing additional economic benefits
- additional indirect income to independent partnership businesses on-site
- a new location/'hub' for the Forest Art Works programme to showcase high-quality artists

2. Maximising local economic benefit from performing arts activity; developing Ryedale's rural arts promoters : On Tour (Rural Arts)

Service Objective/s:

- Support should be provided for creative individuals, businesses and enterprises to foster business growth.
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward).
- Working towards the concept of 'hubs' for creative economy activity in Ryedale, with potential to develop this at existing centres in the north and south of the district. The provision of a virtual hub should also be progressed.

Funding request: £6,300

Context:

Rural Arts North Yorkshire delivers the ON Tour scheme, which brings high quality performance companies to rural communities. Ryedale is a key area for the scheme and since September 2015 over 1,200 people have seen a professional performance in a village hall. The scheme works across all 7 districts of North Yorkshire, but previously delivered RDC commissions have developed Ryedale's promoters to such an extent that Ryedale accounts for nearly 25% of the annual ticket sales across the entire scheme. There are currently 61 volunteer promoters in Ryedale.

Previous commissions have increased the sustainability of rural venues, which is increasingly important as communities need to be self-reliant: Rural Arts' aim is to support social enterprises to work as small-scale art centres and develop their audiences and business relationships to stimulate profit for the community.

Last year Rural Arts received Arts Council funding for a significant investment in its digital infrastructure for audiences and promoters. Audiences have access to an increased amount of information about venues and performances, and promoters have access to an innovative resource. Using postcode data promoters will be able to view maps of where audiences have come from for all shows, cross-referenced with the types of performance attended. Promoters can also select and book shows online and film clips etc. will help them to make their choice.

Description of service/project: There are a number of areas of work including the creation of a specific virtual hub for Ryedale's promoters, the further development of partnerships between rural promoters and local businesses, the development of community focussed programming, commercial training for volunteer promoters and network development.

To support Ryedale promoters' use of RA's new digital resources there will be a programme of online learning and a specific Ryedale hub will be created. This will be content rich and include information from professional performers, marketing tips, digital Q&A session with performance companies, discussions around rural touring issues and vlogs from industry experts.

Experience has shown that partnerships between rural promoters and local businesses work well. Participating businesses are keen to continue their relationship with local venues, promoters benefitted from increased branding and audiences experienced added value and higher level of satisfaction. The aim is for 80% of Ryedale promoters to create a business partnership, with either a business attending their event and selling stock or creating a pre-show offer.

To support business involvement programming will be tailored to optimise partnership potential - businesses are currently selected by location and relevancy to the performance, for example a brewery attending a folk gig, and a tearoom featuring at a performance about women in the war. To develop this further Rural Arts will seek performance companies offering shows with opportunities for added value e.g. Chip Shop Chips by Box of Tricks Theatre Company is set in a chip shop and includes a taste of food, which will be provided by a local chip shop. Ryedale promoters will receive booking priority for selected shows.

RA will also offer commercial training focussing on developing income streams. Stephen Joseph Theatre will, as a good practice model, demonstrate schemes and initiatives that social enterprises can use to increase their relationship with audiences (e.g. fundraising initiatives, Friend schemes, business support, audience donations, young promoters schemes, programme champion schemes).

RA will also work to increase the scheme's sustainability by engaging with more venues in the district. A number of actions have been identified including targeting non-engaged village halls, promoting the new virtual forum and encouraging online applications from new promoters, offering "small bite" training sessions and offering a Guarantee Against Loss for a promoters first show.

Outcomes: The activity identified in this commission will increase social enterprises' sustainability and practice, and increase the economic benefit of the arts in Ryedale.

There will be:

- a virtual hub for small venues in Ryedale, with a library of resources
- increased business partnerships with social enterprises to increase economic growth
- increased expertise in programming, marketing and business development
- an increased number of participating venues
- promoters with increased confidence, better information & increased marketing knowledge

3. Museums Ryedale: Promoting Ryedale's Heritage

Service Objective/s:

- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality.
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)
- Enterprises should work collaboratively to improve joint action and reduce duplication.

Funding request: £12,000

Context: Museums Ryedale (Beck Isle Museum, Malton Museum, Ryedale Folk Museum, Woodhams Stone Collection and the North Yorkshire Moors Railway (NYMR)) is a partnership of Accredited Museums, which receives over 375,000 visitors each year from a wide ranging demographic.

Beck Isle Museum (Pickering): The fine regency period house and grounds have been home to the museum since 1967. Over a period of 50 years, thousands of objects have been donated from across Ryedale and brought together in recreated shops, trades and rooms to tell the story of 200 years of life in a rural market-town.

Malton Museum (Malton): Cares for a nationally important collection of Roman artefacts, as well as holding archaeological material of all periods from across Ryedale, including objects relating to the region's prehistoric past and to the later history of Malton and Norton. Recently successful in achieving significant investment from Arts Council England and the Heritage Lottery Fund.

North Yorkshire Moors Railway (Pickering/Levisham): The museum operates steam and heritage diesel trains from Pickering, through the heart of the North York Moors National Park and on to the mainline to Whitby. It holds an important archive and a significant collection of objects.

Ryedale Folk Museum (Hutton-le-Hole): Created over 50 years ago to protect local cultural heritage, the museum explores rural life from the Iron Age to 1950s in over 20 reconstructed historic buildings located amongst orchards, cornfields and a traditional kitchen garden, along with the Harrison Collection, an incredible collection of English everyday antiques and rare curiosities.

Woodhams Stone Collection (Malton): Formed in 2011 to secure the future of two significant local history collections. Amongst the objects, collected over a 60 year period by Sid Woodhams and John Stone, are century-old postcards, household items and objects from the former Russell's Brewery, as well as tools from local trades such as joinery, coopering and butchery.

Museums Ryedale was created as a response to Ryedale District Council's creative economy objective to improve collaborative action. The partner organisations have worked together for the past 3 years, sharing professional knowledge and expertise. Projects have included a heritage trail, themed exhibitions, a campaign to promote the museums' summer activity programmes, the creation of joint marketing collateral, a press campaign and Museums Ryedale brand development.

NB The Museum Accreditation scheme is administered by Arts Council England and sets nationally agreed standards. Accredited museums are not for profit and hold collections in trust.

Description of service/project: Visual and creative media is an engaging way of communicating to audiences, especially younger audiences, and with an increasing shift towards researching and pre-planning activities online, there is a growing need to create and distribute enhanced content about Museums Ryedale through digital channels. Whilst member Museums already have some engagement with audiences through online channels, including the website of each partner organisation, Trip Advisor, Facebook and Twitter, the creation of high-quality content is a priority.

Museums Ryedale will focus on developing new audiences and increasing visitor numbers through a new programme of digitally delivered marketing activity. MR seeks to:

- Employ a professional filmmaker to work with the 5 sites to create 5 individual films (one for each museum to use) and a short film promoting all five as Museums Ryedale. This material will be used on museum websites, across social media and on appropriate platforms such as Vimeo and YouTube.
- Work with a Google approved photographer to prepare Google 360 degree images, which will be uploaded to Google and will enhance each museum's Streetview listings.

As there is already some pre-visit online engagement a promotional video, showcasing the breadth of the collections and range of activities on offer in each museum, would increase the appeal of visiting. Similarly, Google 360 images will enhance the level of available information, enabling people to navigate the site, and see collection highlights, before visiting.

The filming at each site would be led by the representative from that partner organisation and they will agree with the filmmaker which aspects of their site to focus on. The film for Museums Ryedale will include highlights from each collection and demonstrate the wide-ranging displays, exhibitions and activities across the five partner museums.

In addition to uploading the films to each website and sharing through social media platforms, the films will be made available to tourism websites such as Visit Ryedale and Visit Yorkshire along with sites which already host information about the museums. Museums Ryedale will also be able to use the films for talks and outreach activities and the larger sites, such as Ryedale Folk Museum and NYMR, will use the footage as a promotional tool with agencies such as Screen Yorkshire (to illustrate their suitability as film locations).

Outcomes: This project will raise the profile of Museums Ryedale through joint promotion of Ryedale's heritage offer. Through the creation and distribution of a film MR will engage with new audiences, including those that may not have previously thought about visiting.

The use of Google 360 has been championed by the British Museum and the DCMS in "Case Studies for the Culture White paper" (March 2016): "technology has huge potential to democratise access to culture and remove barriers to traditional art forms...It is a non-profit part of Google and they are committed to using technology to open up the world's cultural heritage to everyone, everywhere. They have already partnered with over 1000 cultural institutions across the world, including over 50 in the UK...with a single click, an internet user anywhere in the world can now explore over 4,500 of the British Museum's most treasured objects."

4. Northern Ryedale Creative Hub: Helmsley Arts Centre

Service Objective/s:

- Working towards the concept of 'hubs' for creative economy activity in Ryedale, with potential to develop this at existing centres in the north and south of the District. The provision of a virtual hub should also be progressed.
- Enterprises should work collaboratively to improve joint action and reduce duplication

Funding request: £10,406

Context: Helmsley Arts Centre has been commissioned as the Northern Creative Hub since 2013. It has worked to encourage growth across the arts sector and to offer high-quality employment-based skills training with and for local young people. Its artistic ambition continues to be to offer the broadest range of high quality performance and participation to the people of Ryedale and beyond, with a strong focus on developing opportunities and skills for young people.

HAC welcomes more than 13,000 people a year to a varied programme of theatre, music, dance, talks, cinema, workshops and classes. It's a Charity, managed by a Board of Trustees, and has evolved over the last 20 years from an entirely voluntary organisation to one in which paid and volunteer managers work effectively side by side.

With an annual turnover in excess of £250,000, HAC plays an important role in the creative economy of Ryedale. A strong artistic vision and ambition, (due in no small part, to the support of previous commissions), means that HAC is gaining a regional reputation as a 'destination venue'. In 2015/16 HAC received a commission worth £13,000 and believes that this has not only contributed financially, but as importantly it has given other funders the confidence to invest.

Previous commissions included support to develop closer links with the Visitor Economy but investment is not sought for this work area for 2016/17 because it is HAC's intention to maintain and continue to develop this work by incorporating the outputs into its main marketing and audience development programme and budget.

Description of service/project: There are two distinct areas of work for this commission although both contribute substantially to RDC's priority to have a creative hub in Northern Ryedale. One element is concerned with how HAC can continue to support smaller organisations and the second continues the programme of training & development for young people.

As a Creative Hub, HAC has enabled other creative organisations, established practitioners and individuals at the start of their creative careers, to showcase their work, share excellent practice, and gain an understanding of the contribution the arts make to the wider economy. HAC has provided space and offered support to artists and non-venue-based arts organisations, as well as providing advice to other venues. It will continue to provide artistic support; practical advice and reduced hire rates for space.

HAC provides access to its team, including technical and marketing support, and for this year would like to pilot an additional strand of support by also offering strategic fundraising

advice. HAC's highly experienced Development Manager will enable participants to assess their position, plan and develop an appropriate fundraising strategy and understand what successful fundraising entails. The scheme will be monitored and assessed with a view to extending it in the future.

HAC's second work area, Youth Arts Training Development, offers a unique opportunity for young people and follows the success of the 2015/16 pilot technical training programme. HAC will create a technical team of 6-8 young people aged 16-20 who will be trained, mentored and supported by the professional technicians. If the development is successful the aim is to achieve accreditation for the scheme through the Open College Network, or similar.

The training programme will give experience of working on amateur and professional theatre and a wide range of other events including music, film & talks. Participants will learn in real-time in a purpose built facility to prepare for productions, including: music & sound; lighting design and operation; servicing/building stage sets; equipment testing & operation; making props/costumes; film projection and supporting show running. They will also gain a basic understanding of health and safety regulation in a working environment that is open to the public. Participants will receive a certificate of competence & attendance, plus a personal written appraisal to help them in the next stage of their development. Careers advice and the identification of further training programmes will form part of the programme content.

Following a rigorous assessment 6 successful participants will be invited onto a second stage, where they will receive payment. As the scheme progresses trainees will take on more responsibility and it is HAC's express aim to create a 'bank' of sessional technical and backstage staff that can be engaged to deliver specific events (both by HAC and by other Ryedale arts organisations).

Outcomes: The proposed activity contributes to the strength of Ryedale's creative and cultural landscape, particularly by helping organisations and individuals to attract funding and support.

The Youth Arts Training Programme will give young people the opportunity to explore their own creativity and ambitions, whilst supporting and developing their career path. It will increase skills and confidence whilst giving participants a comprehensive understanding of the technical and backstage workings of a venue. It will increase employment opportunities.

HAC will develop a new generation of technical and backstage staff and a tailor-made training programme that can be refined, developed and implemented on an annual basis. Other arts organisations (such as the Milton Rooms and Kirk Theatre) will benefit from the increased pool of skilled technicians, as will hirers & users of HAC, such as festivals and small arts organisations.

5. Ryedale Festivals Group: Impact and Evaluation Project (multiple studies and legacy frameworks).

Service Objective/s:

- create greater links between the creative and visitor economy
- provide support for creative individuals, businesses and enterprises to foster business growth and develop new audiences (contributing to economic sustainability moving forward).

Funding request: £10,000.

Context: Create is a not-for-profit arts and cultural development agency with extensive experience in festival and event management. It is the coordinating organisation for the

North Yorkshire Festivals project and has many years of experience in evaluation, impact studies and research, including developing frameworks and toolkits, carrying out specific, bespoke research and evaluations, and running training & events.

In 2015 Create undertook a needs analysis with members of the Ryedale Festivals Group: Staxtonbury, Little Fest, Helmsley Arts Centre, Ryedale Book Festival, North Yorkshire Moors Chamber Music Festival, Yorkshire Cajun Festival, Great Edstone Festival, Dickens Festival and The Malton & Norton Folk Festival. As a result of the findings Create have been commissioned for the last two years to provide a programme of tailored support (developing marketing strategies, establishing a multi-media presence for each festival etc.) It has become evident that a number of the festivals are unable to provide evidence based data and the members recognise that this is an issue with regards to evaluation and monitoring: *'We can't approach funders as we don't have the answers to their questions about impact'*

Successful marketing strategies are reliant upon sound market research; and the festivals have found that, despite having access to training, tools and templates they don't have the capacity to undertake their own Impact Studies. The Festivals know that understanding their impact is the first step in growing professionalism and socioeconomic impacts. Corporate sponsors also expect them to have this information to hand, and to be able to evidence the impact their investment has made. A more overtly practical approach to impact evaluation and monitoring for the RFG is required.

Description of service/project: Create will deliver bespoke impact and evaluation assessment across the RFG membership. A tiered structure is proposed - where five festivals (Staxtonbury, Ryedale Book Festival, North York Moors Chamber Music Festival, Yorkshire Cajun Festival, Dickens Festival) receive a full evaluation and others (Little Fest, Great Edstone, Folk Festival etc.) receive an assessment of their current evaluation practices and advice and practical support on improving their data collection and analysis.

Create would normally charge minimum fee of £2,500 to undertake an impact and evaluation study of a festival, however savings will be made by doing a number of activities in workshops and supporting the festivals to do their own data collection. Create will provide practical assistance with data entry and analysis. It will also analyse the data comparatively and collectively to see what conclusions can be drawn and what actions should be developed for Ryedale's festivals sector.

Each assessment will include analysis of customer/audience profile, content evaluation, process evaluation, economic impact, social impact and environmental impact.

Outcomes: The members of the Ryedale Festivals group will be better equipped to develop their audiences effectively and to manage and sustain their festivals. The data will allow festivals to:

- target key marketing messages and reach new audiences. Getting useful and timely information to people, in a fashion that suits them best, will encourage early ticket sales, accommodation and other hospitality related bookings. Knowing who the audience is helps to attract sponsorship from organisations interested in the same demographic.
- understand how to keep delivery fresh, exciting and vibrant and recognise it's programming doesn't reach a particular audience segment.
- compare programming and delivery with other festivals.
- evaluate processes and management.
- understand the financial implications for their choices and how those impact on audience demographics, funders, sponsorship etc.
- understand how to target different, less overly subscribed funders.

- create good PR using their data.
understand the negative environmental impacts of the festival: seeking to reduce them can often also reduce the financial burden on a festival.

Full findings will be provided for each festival along with collated data from all the findings (so festivals can put themselves into a wider context). The full data will also be shared with RDC.

The festivals sector will be stronger, more knowledgeable and under-pinned by sound, evidence-based decision-making.

6. Small/pilot commissions scheme : Ryedale District Council

Service Objective:

- A small-scale /pilot commissions scheme should continue, to provide support for new, innovative projects or pump priming projects

Depending on the nature of each commission, this scheme delivers on additional objectives:

- Support should be provided for creative individuals, businesses and enterprises to foster business growth
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)

Budget: £2000. Maximum investment of £1000 per project – allowing a minimum of 2 commissions to be given annually (although the likelihood is that there will be a greater number, as applicants may request less than the maximum).

Context: Groups previously had access to RDC's small grants schemes: arts projects were supported through Small Arts Grants, of up to £500, and heritage projects had access to REACT grants of up to £2000. These schemes were demonstrably successful in encouraging new work to be initiated, as well as attracting significant leverage through external investment.

Previous years of pilot/small commissions have seen some pleasing applications from applicants which have not previously received RDC investment. The most recent round of commissioning gave support to "Made in Ryedale" a new event to run alongside the Ryedale Grand Prix Cycle Race, which will highlight Ryedale's artisans, food producers and creative businesses. Support was also given to the Lockton Artists, a group of 12 artists and creative businesses who are working with local pubs and cafes to run a programme of open studios and exhibitions throughout the village.

Financial and audience data are not yet available for the most recent activities, but previous pilot commissions have evidenced some very successful delivery e.g. Ryedale Book Festival (which achieved leverage in excess of 1:10, substantially using private/business community investment) and a partnership between Malton Museum, the Dickens Society, the Castle Garden and the Woodhams-Stone Collection, which created and distributed a high quality leaflet about Malton's heritage.

Description of service/project: A budget will be allocated, from which relatively small amounts of money (up to £1000) can be invested to ensure new, innovative and potentially risk-taking projects can take place in Ryedale.

This fund will be managed by the Creative Economy Officer, who will enter into discussions with potential providers. A decision regarding investability will be made by the Community & Economy Manager (against predetermined criteria). A fair and robust process assessment is in place and the Economy & Community Unit has significant expertise in grant-making.

Organisations which are already commissioned to deliver services under the Creative Economy budget will not be able to access this fund, rather it will be held for non-commissioned, or smaller, organisations who seek to deliver work which fits the identified outcomes.

Outcomes:

- to provide access to small-scale investment for small and medium enterprises operating within the creative economy, enabling business growth and supporting talent development
- to improve the financial profile and track record of small & medium sized creative industries with growth potential, enabling them to attract further investment, thereby becoming more sustainable as independent enterprises
- to provide an evidence base for the demand and effectiveness of small scale and pilot commissions

7. Southern Ryedale Creative Hub: The Milton Rooms

Service Objective/s:

- working towards the concept of 'hubs' for creative economy activity in Ryedale, with potential to develop this at existing centres in the north and south of the District. The provision of a virtual hub should also be progressed
- improving links between the creative and visitor economy
- developing new audiences

Funding request: £15,000 as part of a £27,000 project

Context: The Milton Rooms is a listed Art Deco building with later additions, currently used as a venue for performances and events. In addition to delivering its own programming, The Milton Rooms hires its facilities to a wide-range of users including community & arts groups and festivals & events. The MR is run by volunteers, who undertake all aspects of running the organisation including administration and governance, front of house and bar, technical work such as light and sound, marketing and programming.

During 2016/17 the MR will continue to work towards its aim of developing as an Arts Centre alongside taking a phased approach to its growth and development. As a recipient of a 2015/16 commission it has made progress in a number of key areas including appointing a professional Development Officer, developing the Board of Trustees, moving from a small loss to a small operating surplus and presenting an increased range of events. Work on the Capital development is also progressing well.

For this financial year emphasis is on developing audiences and audience engagement, fund-raising and developing a robust fund-raising strategy (for both capital and revenue projects).

Description of service/project: There are a number of proposed areas of work:

- Continuing development as a creative hub including ongoing consultation with the creative community in Ryedale with regard to determining what their priorities and needs from a southern creative hub and partnership work with Malton Museum and the Woodhams Stone Collection to enhance the heritage value of the Milton Rooms/Assembly Rooms complex. There will also be an increased emphasis on programming participatory arts activity alongside the existing programme of performance and hire.
- Delivery of an Audience Development Strategy to bring new audiences and activities into the Milton Rooms. This will include provision of a seasonal "What's On" brochure targeted at areas identified through analysis of audience data.
- Commissioning a new website, which is essential to modernise the way in which the Milton Rooms communicates. This would include an online ticket sales facility; greatly improved information about upcoming shows and events (promoted by the

MR as well as external hirers); a section about the building and the proposed renovation project, publicising and engaging the project and allowing on-line donations to be made; a section for volunteers; links to other organisations and events in Ryedale, including the Visit Ryedale site; and potential for a section for Ryedale's creative community (subject to the outcome of consultation).

- An ongoing emphasis on fundraising – for activity and for the redevelopment of the building - which will be achieved through the continued employment of the Development Officer who will raise funds for additional participatory arts programming as well as supporting Trustees with work to deliver the Capital Project. Targets will be set as part of a formal Fundraising Strategy.

Outcomes: The elements of this commission will make the Milton Rooms more effective and easier to run, drawing a larger audience from a wider area within and outside of Ryedale. The Trust will therefore become more financially robust and sustainable.

In the longer term a successful arts centre based in a renovated building in the centre of Malton will considerably enhance the cultural and visitor offering in Ryedale. This will bring more visitors into the district, increase how much they spend, and how long they stay, as a result of Malton being a livelier more vibrant place to visit, and there being more things to do.

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P&R Appendix D

2014/15 Creative Economy Commissions - Summary of Outcomes

Northern Creative Hub: £15,000

Helmsley Arts Centre continued its work as a creative hub with particular emphasis on establishing links with the visitor economy and supporting smaller & non-venue based arts organisations.

- Worked to develop more partnerships e.g. hosting conference for North Yorkshire Music Therapy and offered support and expertise to small or developing organisations.
- Developed a partnership with Ryedale ArtWorks to improve HAC's visual arts offer. Ran an arts market as part of Little Fest to create an additional opportunity for Ryedale-based artists to get product to market
- Made the previously RDC funded apprentice a permanent member of HAC staff as Arts Coordinator: the post-holder took over the management and delivery of the 1812 Youth Theatre, has been developing programming skills (through mentoring/shadowing) and takes some responsibility for show running. She is also Youth Ambassador for HAC in school careers and work placement projects.
- Successfully linked with local businesses through Helmsley in Business and both supported and initiated town events (e.g. Yorkshire Day, Magna Carta), as well as providing "content" for activities to encourage visitors/shoppers to Small Business Saturday etc.
- Delivered a series of open evenings for accommodation providers and packaged ticket and overnight sales. Worked to increase HAC's profile (generically rather than around any particular event) through information in bedroom browsers etc.

Promoting Ryedale's Heritage Offer: £7,500

This piece of work was managed by RDC's Creative Economy Officer on behalf of the museums. All Ryedale's Accredited museums took part (alongside Woodhams-Stone who are seeking Working Towards Accreditation status). They worked to raise the profile of the museums and increase audiences through:

- A joint press campaign including coverage for specific events, profile raising around the Woodhams Stone Collections and highlighting role of volunteers across the museums. Strong editorial pieces in the Dalesman, Yorkshire Post etc.
- Training for all museums around social media and creation of social media marketing strategy. Creation of appropriate SM accounts for museums which had not previously been users.
- Creation of high quality images for use across all marketing platforms. Each museum now has a significant image bank (created by Malton-based photographer) and these images are being used on an ongoing basis on websites, accompany press-releases and in promotional literature.
- Cross promotion through professionally written copy and high quality images on North York Moors site, Visit York site, Visit Ryedale etc.
- Creation of a brand identity for Museums Ryedale

Maximising local economic benefit from performing arts: £9,300

Rural Arts worked to develop rural promoters skills, develop audiences and make rural touring more sustainable. They also piloted a project to connect promoters to visitor economy businesses.:

- Volunteer promoters (working from village halls across Ryedale) were trained in social media, digital marketing etc. This resulted in an increased number of promoters using their own websites and pushing tickets/info via twitter etc. The number of people buying tickets online was also increased (by offering ticket purchase via the Rural Arts website).
- RA ran a networking day at the North Yorkshire Moors Railway for promoters, creative businesses and visitor economy businesses. This included seminars on best practice in marketing and case studies in the use of social media, Visit Ryedale & WTY. The event also encouraged use of Visit Ryedale event listings.

- A number of partnerships between Promoters & local businesses were created. E.g. Gilling East Village Hall worked with Helmsley micro-brewery, selling their beer at the event. This partnership has now continued over a number of events and is popular with everyone.

Supporting Arts Businesses : £10,000

Ryedale Artworks membership of circa 45/50 small creative businesses (including practitioners and galleries) worked to increase sales opportunities and develop capacity in areas such as marketing, business skills etc. They also piloted the provision of small loans.

- Continued programme of professional development opportunities (including practice development seminars from regional artists and business development seminars).
- Continued programme of joint marketing through the successful Ryedale ArtWorks brand.
- Worked in partnership with the White Room Gallery in York where a programme of Ryedale ArtWorks branded exhibitions highlighted Ryedale's visual arts offer and resulted in significant sales for participating artists.
- Piloted a loan scheme to determine if access to small amounts of money could help make creative businesses more successful. E.g. an artist blacksmith borrowed £400 to undertake some additional skills training which would allow him to pitch for more commissions. He successfully completed the course and repaid the loan. He is now able to generate more income and his business is more sustainable.
- Working in partnership with Helmsley Arts Centre to deliver an Art Fair

Pilot / Small scale commissions : £4,000

A scheme offering seed money for smaller pieces of work or to test riskier ideas. A number of projects were supported:

- A piece of print-work for Malton's heritage was produced and distributed as a joint project from Malton Museum, the Woodhams-Stone Collection, the Dickens Society (the Counting House) and Castle Garden. This has been very successful and has given visitors a number of reasons to extend their visit, as well as highlighting the presence of the organisations to local people.
- Beck Isle Museum purchased equipment to support their outreach programme
- Ryedale Book Festival received investment to support their audience development work. They produced a beautiful festival brochure which included a centre section illustrating the local food, drink and accommodation offer to festival goers.

Festivals Collaboration: £10,000

Ryedale Festivals Partnership – including Ryedale Book Festival, Cajun Festival, Staxtonbury, Great Edstone and LittleFest - came together to identify areas of mutual support and training required. Initially, this project was delivered by Galtres Festival, but work was completed by Create Arts Development.

- Work to increase capacity in small, local, volunteer delivered festivals
- Training/support around marketing, audience development, health & safety best practice etc.
- Support around making festival offer more financially sustainable through joint action where possible/appropriate (e.g. joint procurement, shared equipment etc.)
- A database of local food and drink producers to encourage procurement of local suppliers



PART B:	RECOMMENDATIONS TO COUNCIL
DATE:	16 JUNE 2016
REPORT OF THE:	CHIEF EXECUTIVE JANET WAGGOTT
TITLE OF REPORT:	THE COUNCIL'S PRIORITIES 2016-21
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the delivery against the Council's priorities in 2015/16 to committee, highlight the challenges facing the Council for the next 12 months and to reaffirm the Aims and Strategic objectives of the Council Business Plan for 2016/17 within this context. The Council Plan is attached at Annex A

2.0 RECOMMENDATIONS

- 2.1 That members note the progress made by the Council in delivering its priorities in 2015/16 and the challenges to be faced in 2016/17
- 2.2 That members agree the Aims and Strategic Objectives of the Council Business Plan for 2016/21 as attached at Annex A.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 The Council Business Plan sets the strategic priorities for the Council for 2016 to 2021. The aims and strategic objectives are reviewed by Members annually.
- 3.2 Members of the Council review the progress being made in delivering the Council's priorities at every committee cycle. This report is the annual review and is an element of the Council's performance management arrangements.

REPORT

4.0 BACKGROUND AND INTRODUCTION

- 4.1 The Council Business Plan has been revised following a review of the context in which the Council is operating, the Council's delivery of its priorities in 2015/16 and the challenges facing Ryedale in the next 5 years.

5.0 POLICY CONTEXT

- 5.1 The Council Business Plan is the key policy statement of the Council and is complimented by other plans such as the Financial Strategy and Service Delivery Plans and strategies. Links to these can be found in the document attached at annex A.

6.0 CONSULTATION

- 6.1 The Council engages with the communities it represents throughout the year and in relation to all policy development. The intelligence gathered from all engagement activities informs the delivery of the Council Business Plan and the annual budget process.

7.0 REPORT DETAILS

- 7.1 The following priorities are proposed for the Council Business Plan for 2016-21 which is attached at Annex A :

Aim 1: To create the conditions for economic success

Strategic Objectives:

1. Place of opportunity – economic structure and supporting infrastructure
2. Opportunity for people – increasing wage and skills levels through the provision of more and better jobs

Aim 2: To meet housing need

Strategic Objectives:

3. To change and add to housing stock to meet the local housing needs
4. To support people to access a suitable home or remain in an existing home

Aim 3: To have a high quality clean and sustainable environment

Strategic Objectives:

5. Reducing waste - sustain existing high levels of dry recycling, promotion of home composting and monitoring the impact of charging for green waste
6. To protect and improve the quality of our local environment

Aim 4: To have safe and active communities

Strategic Objectives:

7. Working with partners, Statutory and Voluntary and Community Sectors, to improve the health and wellbeing of our communities.

Aim 5: To transform the Council

Strategic Objectives:

8. To understand our communities and meet their needs
9. To develop the leadership, capacity and capability to deliver future improvements, considering options for alternative modes of delivery.

- 7.2 The work undertaken in reviewing the Council Business Plan includes:
- Review of the context in which the Council operates taking into account comparative data from a wide variety of sources.
 - Review of the Council's performance in delivering its priorities and the key performance indicators used to monitor and report performance to members
 - Analysis of the feedback received from consultation undertaken
 - Consideration of the challenges which may face the place of Ryedale and its communities and the Council itself in the next 5 years

7.3 Progress in delivering the Council's priorities is reported quarterly to the Policy and Resources Committee and the Overview and Scrutiny Committee. These reports are complimented by the Revenue Budget Monitoring reports also submitted to the Policy and Resources Committee. These reports are available on the Councils website and contribute to the delivery of the transparency agenda for local government.

7.4 The Councils Business Plan is attached at Annex A.

8.0 IMPLICATIONS

8.1 The following implications have been identified:

a) Financial

There are no new financial implications in considering this report which are not accounted for in the Financial Strategy.

b) Legal

There are no significant legal implications arising from this report

c) Other

There are no significant other implications arising from this report.

Janet Waggott
Chief Executive

Author: Clare Slater, Head of Corporate Services

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Background Papers:

Ryedale Housing Strategy Action Plan

Ryedale Plan - Local Development Framework

Ryedale Economic Action Plan

RDC Financial Strategy

Delivering the Council Plan Reports – Reported quarterly to the Scrutiny Committee and Policy and Resources Committee

Covalent System

Background Papers are available for inspection at:

www.ryedale.gov.uk

Ryedale District Council Plan 2016-2021

Introduction

Welcome to Ryedale District Council's business plan - The Council Plan 2016-21. This plan presents to customers, partners and staff the priorities of the Council for the next five years. The Council has linked the planning for its resources to the priorities in this plan to continue to do what matters for Ryedale.

The Council Plan includes five Priorities that will guide the Council as it delivers services for the people of Ryedale district over the next five years, challenges to be met in the next 12 months, examples of the action to be taken to meet these challenges and indicators which will be used to report on delivery of the priorities. Also included is a summary of achievements against priorities made in the preceding year.

Why have we chosen these priorities?

Aim 1 - To create the conditions for economic success

There is a need to strengthen and diversify Ryedale's economy, despite the very low unemployment and much entrepreneurial activity (many work at home, are in self employment or work for the small and micro businesses that dominate the local economy). We also have the highest levels of people who are economically active in the LEP area. The sectoral focus is on manufacturing (food and advanced engineering), agriculture, accommodation and food and arts and entertainment. Nearby York and Scarborough provide major employment, training and shopping opportunities for Ryedale residents but our area has a range of attractive and historic market towns with many independent retailers.

Ryedale faces economic challenges in terms of:

- a low wage economy (the lowest in the LEP area and amongst the lowest in Yorkshire and the Humber) and high house prices, creating a significant affordability gap
- low growth and productivity, with forecast growth below that of the LEP area and significantly below the UK forecast
- skills and recruitment difficulties for local businesses, with many young people leaving the area after school and an ageing population structure that will lead to a shrinking workforce unless addressed. Young people entering the workforce can need support
- although there has been excellent progress in bringing forward employment land at Malton and Norton, there are shortfalls and viability challenges in land supply in northern Ryedale and the area has generally lacked quality premises
- transport connectivity and a perception that Ryedale is remote and poorly connected to the national road and rail networks. In particular, road infrastructure in and around Malton and Norton limits growth and economic activity
- leakage of shoppers
- limited broadband and mobile coverage despite recent improvements
- CIL and local authority resources being insufficient (in isolation) to meet infrastructure needed to support growth
- Sparsity of residents, who are often distant from services and employment opportunities
- flood risk

The Council aims to create conditions in Ryedale that support a range of economic opportunities and growth - particularly within sectors that offer scope to lift wage levels - and our approach and priority projects are determined through the Ryedale Economic Action Plan. Ryedale DC has a successful partnership with the York, North Yorkshire and East Riding LEP to deliver Council and LEP priorities. In pursuit of further investment and economic activity to reduce the housing affordability gap, the Council has been a key partner in successful bids for Local Growth Fund to support the Food Enterprise Zone and Agri Business Park at Malton and the creation of the National Agri Food Innovation Campus at Sand Hutton and has submitted further bids via Growth Deal 3. The aim is to provide improved opportunities for Ryedale residents, including those with higher and specialist skill levels and the younger people who often choose to leave the area to access better jobs.

Aim 2 - To meet housing need in the Ryedale District Council area

In Ryedale there is an imbalance between market house prices and the amount that many local people can afford to pay for a home. This is a result of low wage levels (£10.33 an hour in Ryedale, £13.15 GB average) and high house prices (£213,983). Ryedale has an increasingly ageing population and as people get older their housing needs often change, with an increased level of support from services and access to specialised housing provision. People want to live in Ryedale and believe it is a good place to live where they can enjoy a high quality of life. Affordable housing includes social rented and intermediate housing provided to specified eligible households whose needs are not met in the market.

Ryedale has performed very strongly in delivering housing is one of the few authorities in North Yorkshire to be delivering new homes at the level required by their Local Plan. The delivery of new housing is all currently from market housing and this is delivering all of the affordable housing.

Aim 3 – To have a high quality, clean and sustainable environment

A striking characteristic of Ryedale is the outstanding quality of its countryside, villages and market towns. This is reflected in the designation of the North York Moors National Park and the Howardian Hills Area of Outstanding Natural Beauty. The finest examples of historic buildings and features in Ryedale are legally protected; there are 46 conservation areas, more than 2,000 listed buildings, 440 scheduled ancient monuments and eight registered historic parks and gardens. Ryedale District is very sparsely populated relative to the rest of England, being ranked 2nd, with over half of the population living in villages, hamlets and isolated dwellings. Ryedale possesses a very high quality environment and our aim is to maintain this in future years.

Aim 4 – To have safe and active communities

Ryedale has a network of community facilities for recreation and leisure activities which are all owned and managed by local communities for their own use, and that of other residents and visitors. The council supports existing and new facilities through a community grants programme. The Council owned facilities are now managed under contract with Everyone Active.

The health of people in Ryedale is generally better than the average in England, deprivation is lower than the average, but Ryedale remains the area with the highest rate for road casualties in England. Levels of activity in our communities are high, for physical activity and social activity such as volunteering and caring (11.4% census 2011) and the half of the population report they are in very good health (45.5 % census 2011).

Ryedale has one of the lowest crime rates in the country. The multi agency team deliver joint actions and continue to share intelligence in response to areas of crime that currently impact on our communities, such as crime (particularly in response to cross border criminals) and anti-social behaviour. Priorities for Safer Ryedale this year include utilising the new powers from the Anti-social Behaviour, Crime and Policing Act 2014 to tackle issues of public concern.

Aim 5 – To Transform the Council

Ryedale District Council has historically been a leading and high performing council. It has always had a voice and impact beyond its size, including in areas such as the region’s economic development, health and environmental services. The Council has always looked to be more efficient and effective and in the last few years has undertaken a number of successful efficiency programmes achieving savings in the region of £3.8 million. However, the future financial landscape means that we will need to think even more radically and we will need to understand and respond to issues such as devolution and combined authorities. The current savings requirement is around £1.1M. And whilst there has been some short term additional funding because of the rural nature of our area, the medium term picture remains the same. In short, we need to transform the organisation, not for the short term of the council, but for the future of the district.

We need to recognise that the scale of the savings required for Ryedale to address the fiscal challenge is immense. Small improvements (doing the same things better) on the current delivery of service to customers alone will not suffice if the council is to survive and thrive. We therefore need to adopt whole organisation change and re-invent the way in which we deliver service, with a rapid requirement to move to a lower cost, higher value operating model – we will need to do things in a very different way. Our transformation will be all about our customers and we will aim significantly to improve customer experience and outcomes at reduced cost through the removal of duplication and waste, and focusing on prevention to reduce unnecessary demand for services.

Ryedale District Council has 30 elected members representing 20 wards. Ryedale is fully parished with 100 parishes, 5 town councils, 66 parish councils and 29 parish meetings. The level of turn out at elections is consistently high, we will continue to support local democracy and encourage participation in civic life.

RYEDALE
DISTRICT
COUNCIL



The vision for Ryedale District Council is
Continuing to do what matters for Ryedale...

Council Priorities 2016-21

Aim 1: To provide employment opportunity and create the conditions for economic success in Ryedale

Strategic Objective 1:

Place of opportunity – to have the economic structure and supporting infrastructure in place

Strategic Objective 2:

Opportunity for people – increasing wage and skills levels through the provision of more and better jobs.

We will do this through the development of sites and premises, physical infrastructure and business support and increasing levels of wages and skills in the workforce.

The Ryedale Economic Action Plan for 2016-20 was agreed in March 2016 after a review of the 2012-15 Plan. The 5 new priorities for the REAP 2016-2020 have been drawn from the York, North Yorkshire and East Riding LEP's Strategic Economic Plan to assist further integration. These are:

1. Profitable and ambitious SMEs. Support strategic employers to expand.
2. Global leader in food, manufacturing, agri tech and bio-renewables
3. Inspired People (Skills)
4. Successful and distinctive places
5. A well connected economy

This Council's approach aims to:

- Identify and bring forward sufficient sites for industrial, business and retail use
- Improve the vitality of Malton as a retail centre

- Improve the infrastructure and strength the role of the market towns
- Serve the needs of local businesses in a changing economic climate
- Help local people acquire skills needed to access employment opportunities and link skills training and improvements with employer needs
- Pay the right benefit to the right people at the right time
- Contribute to securing the best deal for devolution for Ryedale within North Yorkshire and York and the East Riding
- Grow the agri-food sector and help achieve the Y&NY LEP ambition to be the global leader in food, agri-tech, and bio-renewables
- Support growth of our engineering sector linked to the Potash scheme
- Use planning to support appropriate growth e.g. expansion of employers
- Communicate with businesses and understand where the Council can help

The review of data and progress through the review of the REAP highlighted future opportunities for economic success in Ryedale, including the following sectors and projects:

- Agri-food – NAFIC / Food Enterprise Zone / Malton food town / food producers
- Advanced engineering (including potash and off shore wind supply chains)
- Visitor and creative economy
- Increase in rail service to York and Scarborough to every 30 minutes – opportunity but need to mitigate additional delays in M&N
- Allocation of up to £250m in RIS for A64 Hopgrove scheme, including dualling
- Devolution and a combined authority
- Malton Agri-Business Park's longer term capacity to expand
- Further releases of Local Growth Fund
- Marketing of Ryedale as a high quality location with opportunities for economic growth

Highlighted challenges for 2016/17 are:









- To build a business case and secure implementation of major projects in the Ryedale Economic Action Plan, including securing Local Growth Fund and LEP support, to deliver the priority projects for 2016-20 and 2020 onwards
- To have the sites document ready for examination and to complete the Compulsory Purchase of allocated residential land at Helmsley.
- To prioritise the Community Infrastructure Levy Infrastructure project list (The 'Regulation 123' List)
- To establish the Malton Food Enterprise Zone and, in the longer term, link this to a network of bio-economy sites around York
- To continue to seek to secure a sustainable future for the Milton Rooms
- Brambling Fields junction improvement – work with NYCC to introduce traffic management measures to optimise effective use of the improved junction
- Continue to progress initiatives to improve the skills match between the local workforce and the needs of local employers, including apprenticeship schemes and expanding the employability partnership.

Ryedale Economic Action Plan - Agreed Priority Economic Projects for delivery 2016-20




- Delivery of the Northern Ryedale employment sites (Pickering, Kirkbymoorside - Kirkby Mills and Ings Lane, Helmsley)
- Delivery of Malton Food Enterprise Zone
- Delivery of National Agri-Food Innovation Campus
- Marketing of Ryedale both to potential investors and to visitors
- Norton south-east link road
- Skills initiatives
- Enhanced communication links including cycle, high speed broadband and mobile phone connectivity.
- Supporting the development of the Creative Hub in Malton.
- Malton/Norton - address congestion and improve internal traffic movements / enhanced rail parking

Ryedale Economic Action Plan - Agreed Priority Economic Projects - for delivery 2020 onwards (with development of business cases now)

- A64 dualling Hopgrove-Barton Hill
- A64 Norton - Scarborough selective improvements
- A64 Crambeck - Musley Bank dualling
- Malton/Norton - new river and rail crossing / Derwent Park

1 Employment Opportunity & Economic Success					
	EC 10	Total Job Seeker Allowance and Universal Credit Out of Work Claimants Aged 16 - 64			
Current Value	0.9%	April 2016	Previous value	0.8%	April 2015
Yorkshire & Humber 2.2%, GB 1.8%					
Ryedale has a very enterprising culture and consequently low unemployment figures. Many residents have more than one job and a high level of self employment. Ryedale Economic Action Plan is consequently targeted at higher wage economy and enterprise activity, rather than unemployment.					
	EC 12a	% Ryedale population aged 16-64 qualified - NVQ1 or equivalent			
Current Value	83.6%	2015/16	Previous value	83.1%	January 2014 - December 2014
Ryedale had 25,000 residents between January-December 2015 aged 16-64 studying at NVQ1 level and above. Young people achieve level 1 and 2 NVQ's in order to improve their career prospects. The council has targeted resources through various apprenticeships. This level is a stepping stone to future learning opportunities.					
	EC 12b	% Ryedale population aged 16-64 qualified - NVQ2 or equivalent			
Current Value	70.6%	2015/16	Previous value	67.5%	January 2014 - December 2014
Ryedale had 21,100 residents between January-December 2015 aged 16-64 studying at NVQ2 level and above. Young people achieve level 1 and 2 NVQ's in order to improve their career prospects. The council has targeted resources through various apprenticeships. This level is a stepping stone to future learning opportunities.					
	EC 12c	% Ryedale population aged 16-64 qualified - NVQ3 or equivalent			
Current Value	45.4%	2015/16	Previous Value	54.4%	January 2014 - December 2014 result

The percentage of Ryedale residents aged 16-64 reaching NVQ3 and above dropped from 15,900 attaining the qualification to 13,600 from January-December 2015. This data is being investigated as it is unexplained.

		EC 12d	% Ryedale population aged 16-64 qualified - NVQ4 or equivalent			
Current Value	29.2%	2015/16	Previous Value	41%	January 2014 - December 2014 result	

The number of the Ryedale residents qualified to NVQ4 or equivalent has dropped from 12,000 to 8,700. This data is being investigated as it is unexplained.

		EC 13a	Gross weekly earnings by workplace			
Current Value	£410.20	2015/16	Previous Value	£420.20	2014/15	

Ryedale has the lowest median gross weekly wage in the LEP area. Although unemployment is low, low wages cause many people to have more than one job and also cause housing affordability issues. Priority projects to increase wage levels for local people are in the Ryedale Economic Action Plan.

		EC 13b	Gross weekly earnings by residency			
Current Value	£411.80	2015/16	Previous Value	£426.00	2014/15	

Ryedale has the lowest median gross weekly wage in the LEP area. Although unemployment is low, low wages cause many people to have more than one job and also cause housing affordability issues. Priority interventions to increase wage levels for local people are in the Ryedale Economic Action Plan.

		EC 40	Employment Rate - aged 16-64			
Current Value	79.3%	Jan - Dec 2015	Current Target	84.5%	Target is to improve on 2014/15 performance	

January - December 2015: Yorkshire and Humber 72.5% Great Britain 73.6%
 Although generally buoyant, the high technology manufacturing sector specialising in sub sea technologies has been declining due to global oil price depressing oil exploration activity. RDC is continuing to support the high technology manufacturing sector through training and infrastructure support. Seasonality is also an issue addressed in the Visitor Economy activity delivered by RDC.

Status Icon Key

	On track		Warning		Alert		Data only indicator			Long term trend arrow
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Supporting Plans:

The Ryedale Plan - <http://www.ryedaleplan.org.uk/ryedale-local-plan>

The Ryedale Economic Action Plan - <http://democracy.ryedale.gov.uk/ieListDocuments.aspx?Cid=114&Mid=1472&Ver=4>

<http://www.businessinspiredgrowth.com/wp-content/uploads/2015/06/strategic-economic-plan-sections-1-2.pdf>

<http://www.businessinspiredgrowth.com/wp-content/uploads/2015/06/strategic-economic-plan-sections-3-7-plusannex.pdf>

<http://www.businessinspiredgrowth.com/wp-content/uploads/2015/06/local-growth-deal-implementation-plan.pdf>

Achievements in 2015/16 include:

- Reviewed 2012-15 RDC Strategy and local economic conditions and opportunities to produce the new Ryedale Economic Action Plan for 2016 to 2020 reflecting greater partnership working with the LEP.
- Expanded staff sharing arrangements with the LEP (the Business Liaison Manager joined the Head of Economy in a part-time LEP role)
- Spending begins of the £8.3m of funding towards the transition of the Food and Research Environment Agency site at Sand Hutton to the National Agri-Food Innovation Campus, with an expected 800 new jobs to be created at the site over forthcoming years.
- National Centres of Excellence - in Crop Health and Livestock - designated at the NAFIC Sand Hutton site
- £2.1m of Local Growth Fund secured to help bring forward the new Livestock Market and Agri- Business Parks at Old Malton and work starts on site in March 2016 to implement the development
- Announcement of Yorkshire's only Food Enterprise Zone designation at Malton
- Implemented feasibility studies for Ings Lane (Kirkbymoorside) and Thornton Road (Pickering) to advance business cases (via funding bid to LEP Growing Places fund).
- Injured Jockey's Fund second respite and rehabilitation centre opened in Malton in late Spring 2015
- Ongoing delivery of the Ryedale Apprenticeship scheme – supported apprentices in industry and within the Council
- 5th year of Opportunity Knocks, with a record 20 companies from different sectors with 400 school pupils from all four of Ryedale's secondary schools attending.
- Established the Ryedale Employability Charter between schools and industry
- Partnership working with NYBEP delivering employability activities to the 4 secondary schools including organising a Careers Practitioner Professional Development day and piloting the Explore and Inspire days linking students to specific companies to understand the opportunities available to them. This was successful and has been included in the 2016 – 2017 contract with NYBEP.
- 'Visitor Economy campaigns in partnership with Visit York and AONB, Visit Hull and East Riding and Welcome to Yorkshire.' New 'Ryedale Market Towns Promotion' initiative launched in partnership with businesses and town councils.
- Ryedale Food and Drink directory completed to provide basis for future business support and visitor economy projects
- Supporting businesses and communities to maximize 'Tour de Yorkshire' spending two days in Ryedale,
- Wheels to Work - continued investment to enable young people in isolated rural areas to access work or training on subsidised mopeds.
- Visitor Information Point in Pickering opened
- Major role for RDC officers in negotiating and progressing devolution proposals for YNYER
- Formal adoption of the Helmsley Plan

- Adoption of the Ryedale Community Infrastructure Levy
- Positive feedback from employers, agents and developers re Ryedale as a business-friendly Council
- Advanced skills initiatives to support economic growth and the well being of our residents - Opportunity Knocks, Skills Summit, Careers Advice support, Businesses into Schools, Derwent Training Association on site expansion and investment by RDC of £30,000.
- Year-on-year growth of visitor economy 2014 figures estimated at 4% increase from 2013 (overnight and day visits combined.)
- Creative economy commissioning (£55K) continued support for creative businesses and social enterprises in Ryedale to further develop this sector of the economy.
- Supported 120 businesses to access high speed broadband business support programme and continued to promote roll out of high speed bb to rural communities.
- Produced ' **Local Authority A64 Scheme Identification & Feasibility Study**' in partnership with NYCC and Scarborough BC to advance the business case for further upgrading and promoted via the Highways Agency (Highways England).

Aim 2: To meet housing needs in the Ryedale District Council area

Strategic Objective 3:

To change and add to housing stock to meet the local housing needs

Strategic Objective 4:

To support people to access a suitable home or remain in an existing home

**We will achieve this through the provision of additional homes including affordable and specialist and the adaptation of existing homes.
We will support people to access a suitable affordable home or remain in an existing home with support services provided.**

Ryedale Housing Strategy Priorities:

- Page 44
- Work with partners to increase the supply of good quality housing
 - Ensure that our housing stock reflects the needs of the Ryedale communities across all areas
 - Ensure that our housing stock meets the diverse needs of our communities at all stages of life
 - Ensure new homes are of high design and environmental quality
 - Continue to make best use of existing housing stock
 - Ensure all homes have a positive impact on health and wellbeing and are affordable to run
 - Continue to reduce homelessness
 - Ensure housing is allocated fairly and on the basis of need
 - Provide appropriate housing and support for those with specific needs

The challenges for 16/17 are;

Work with partners to increase the supply of good quality housing

- Ensure the focus of the LEP keeps housing issues high on the agenda.
- Monitor the impact of the Housing and Planning Act on the deliver of our services
- Seek alternative methods of securing social rented housing on all development sites.

- Maximising income from New Homes Bonus through permissions for new housing and reducing number of empty properties

Ensure that our housing stock reflects the needs of the Ryedale communities across all areas

- Ensure we work in partnership with the North Yorkshire and East Riding Rural housing Network continues to deliver Rural Exception sites
- Ensure we obtain up to date information on the condition of housing stock within the Ryedale district.
- Promoting loans and grant schemes to improve private sector housing stock.

Ensure that our housing stock meets the diverse needs of our communities at all stages of life

- Maintain delivery of Disabled facilities grants to reflect ever increasing demand.
- Continue to work in partnership with the NYCC and developments in creating housing through extra care provision
- Ensure the benefits of the Wellbeing service and the handypersons scheme is being promoted throughout the district
- Increase the use of the services available to promote health and wellbeing for the community, including integrate service to meet the priorities of the Health and Wellbeing board.

Ensure new homes are of high design and environmental quality

- Develop Supplementary planning guidance in relations to contributions for affordable housing/starter homes on development sites.

Investigate further the options regarding modern methods of construction.

Continue to make best use of existing housing stock

- Ensure the findings of the Stock condition survey are used to target resources across the district
- deliver successful landlords forums to provide information and improve relationships .
- Ensure services are targeted at reducing the need for social housing and improving access to the private sector.
- Continue to tackle poor quality private sector housing.

Ensure all homes have a positive impact on health and wellbeing and are affordable to run

- Seek a partnership for the delivery of Energy Efficiency Grants.
- Continue to promote Ryecare through the implementation of the marketing plan.
- Fully engage with NYCC with regards to the Assertive Technology Strategy and forthcoming procurement for Telecare service.

Continue to reduce homelessness

- Review the homelessness strategy in line with recent legislative changes and any impact on service provision
- Minimise the effect on the council of the NYCC procurement on Homelessness Prevention Service, Young People's Partnership and Mental health service
- Completion of Gold Standard challenge for housing options services.
- Ensure effective management of temporary accommodation across the district.

Ensure housing is allocated fairly and on the basis of need

- Remain in partnership for the delivery of North Yorkshire Home Choice (NYHC)
- Ensure promotion and improvement in access to NYHC across the district
- Ensure Section 106s reflect the need for housing for local people
- Work to ensure that NYHC can be adapted to reflect the changing target markets.

Provide appropriate housing and support for those with specific needs

- Ensure the successful procurement of management services for gypsy and traveller site in Ryedale
- Continue to meet the needs of households with specific housing issues.

Affordable Housing Delivery:

- To maintain delivery of new affordable homes in the current economic climate and deliver more than 375 affordable homes by 2020. Developments on site or with permission are expected to deliver around a further 200 additional affordable units during 2015/16 and 2016/17.
- Maintaining the supply of land for housing. The LEP have identified a stretch target of 250 new homes for Ryedale a year for the next 5 years, whilst also maintaining a 5 year land supply, in line with government policy. Recent experience has demonstrated that the most effective form of delivery of affordable homes is through the delivery of market led housing schemes – in order to maintain new housing supply, permissions need to be granted to developers for major housing schemes.

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Maximising income from New Homes Bonus through permissions for new housing and reducing numbers of empty homes.







Publication of the Sites Document

- Maximise opportunities to support housing delivery through funding initiatives such as Local Growth Fund, Get Britain Building
- CIL examination and links to Housing and infrastructure by the end of 2017
- Maintain up to date housing need information
- Introduce and maintain a register of households expressing an interest in Self and Custom house building

Impact of Welfare Reforms:

- To Identify those likely to be impacted by the reduced Bencap level and provide support
- To manage the transition to full service roll out of Universal Credit in Ryedale for working age claimants
- Providing personal budgeting support assistance and support for those claimants moving to Universal Credit
- Provide support claimants affected by new Local Housing Allowance for social housing and for those affected by under occupancy with Discretionary Housing Payments
- Managing the impact of full roll out of UC for working age Housing Benefit claimants on claims for Local Council Tax Support and the frequency of change events that could be generated

2. Housing Need

✓	↑	BS RB 2	Speed of processing - new HB/CTR claims			
Current Value		22.5 days	2015/16	Current Target	25.0 days	
<p>The New Claims performance time has increased for Housing Benefit and Council Tax Reduction in April 2016 due to the first Universal Credit (UC) claimant that we had received who resided in specified accommodation. Following this assessment we know that the system is treating such claims correctly. Processing of claims for Housing Benefit (HB) for those resident in specified accommodation will remain the responsibility of the local authority following the roll out of the UC Full Service in Ryedale from 29 June 2016, as will all claims for HB for pensioners. The majority of claims for those of working age will transfer to UC by 2018. For 2016/17 we will be reporting processing times for Housing Benefit and Council Tax Reduction (CTR) as two indicators, no longer combined due to the launch of the UC full service.</p>						
✓	↑	BS RB 3	Speed of processing - changes of circumstances for HB/CTR claims			
Current Value		5.7 days	2015/16	Current Target	12.0 days	
<p>The performance for changes of circumstance for both housing benefit and local council tax support has been strong over recent months. However the implementation of the full service for Universal Credit in June 2016 for Ryedale working age claimants may cause a significant increase in the volume of changes to be processed for LCTS claimants, which may in turn affect performance. For 2016/17 we will be reporting processing times for Housing Benefit and Council tax Reduction as two indicators, no longer combined due to the launch of the UC full service.</p>						
✓	↓	FP 7	Net additional homes provided			
Current Value		245	2015/16	Current Target	200	2014/15
<p>The target of 200 is the LDF plan requirement. 261 net additional homes were provided in 2014/15</p>						
✓	↓	FP 8	Supply of deliverable housing sites			
Current Value		116.0%	2015/16	Current Target	100.0%	See Annual Monitoring Statement and Strategic Housing Land Availability Assessments. Target five year housing supply= 100%
<p>The new five year deliverable supply figure at 31/3/16 is 1158 plots which equates to 5.8 years of deliverable supply (based on the Plan requirement of 200) or 116%</p>						
✓	↑	HS 2	Length of stay in temporary accommodation (B&B, weeks) Snapshot			
Current Value		4.40 weeks	2015/16	Current Target	6.00 weeks	Target: National maximum allowable is 6 weeks. Local target of 4 weeks
<p>National maximum allowable is 6 weeks.</p>						
✓	↓	HS 5	Number of Homeless Applications			
Current Value		37	2015/16	Current Target	54	Total number of applications for 2014/15 = 30
<p>There were 37 homeless applications received in 2015/16.</p>						

		HS 8	Prevention of Homelessness through Advice and Proactive Intervention (values and targets are per quarter, not accumulative)			
Current Value		173	2015/16	Current Target	156	Target is to achieve 10% improvement in numbers of preventions year on year
Reduction on the previous year, with an increased emphasis on early intervention.						
		HS 10a	% Households in Ryedale in Fuel Poverty (10% income measure)			
Current Value		26%	2013/14	Previous result	27.9%	2012/13
Results for 2014/15 due to be published by the Government at the end of June 2016. There is always a 12 month lag in the data for this indicator						
		HS 10b	% Households in Ryedale in Fuel Poverty (Low Income High Cost)			
Current Value		10.6%	2013/14	Previous Result	11.9%	2012/13
Results for 2014/15 due to be published by the Government at the end of June 2016. There is always a 12 month lag in the data for this indicator						
		HS 11 b	Properties empty for six months or more			
Current Value		233	2015/16	Current Target	249	Aim is to improve on performance for the previous year
This figure is included on the government return CTB1 which informs the New Homes Bonus Allocation. The figure is calculated in October and is the total of empty properties which have been empty for six months or more						
		HS 14	Affordability Ratio			
Current Value		8.5	2015/16	Current Target	8.39	Target is to improve on previous years performance
Affordability ratios for 2015/16 were calculated using earnings data from April 2015 and house price data for the period September 2014-September 2015.						
		HS 1	Homeless applications on which RDC makes decision and issues notification to the applicant within 33 working days (was LPI 70)			
Current Value		97.2%	2015/16	Current Target	100.0%	Target is to decide on all applications within 33 days
36 out of 37 applications decided within 33 working days						
		HS 17	Number of affordable homes delivered (gross)			
Current Value		59	2015/16	Current Target	75	35% of market housing target would result in 70 affordable homes arising from 200 net additional homes.
59 affordable new homes are complete and 25 have been occupied						

Status Icon Key

	On track		Warning		Alert		Data only indicator			Long term trend arrow
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Supporting Plans:

The Ryedale Plan - <http://www.ryedaleplan.org.uk/ryedale-local-plan>

York, North Yorkshire and East Riding Housing Strategy 2015/21 -

<http://democracy.ryedale.gov.uk/documents/s21149/8-Part%20B%20-%20HPH%20-%20Homelessness%20Strategy%20and%20Action%20Plan.pdf>

The Ryedale Housing Strategy Action Plan -

<http://democracy.ryedale.gov.uk/documents/s21225/7-Part%20B%20-%20HPH%20-%20Draft%20York%20North%20Yorkshire%20and%20East%20Riding%20Housing%20Strategy%202015-21.pdf>

Achievements 2015/16

- Adopted the Homelessness Strategy for 2015/2020 and the Housing Strategy 2015/2021
- New rural housing network partnership agreed across North Yorkshire and East Riding for the next three years with 16 Registered provider partners.
- 177 Rural housing completions across the Partnership
- 37 homeless applications received throughout 2015/16
- 203 Homeless preventions achieved through prevention initiatives
- 21 new tenancies created for single people in the private sector through Housing Solutions
- 645 new enquiries to the Housing Options service through 2015/16
- Successful 'Platform for Life' bid achieved through the Homes and Communities Agency
- Housing Options service achieved the Bronze Standard under the Governments Gold Standard Challenge
- Completed a Strategic Housing Market assessment to inform housing needs across the district
- Held three successful affordable housing open days. This was to promote the 4 discount for sale properties on Hurrell Lane, Thornton le Dale, the 5 social rented properties in Helmsley and the 10 affordable rented properties in Ampleforth.
- 73 Disabled Facilities Grants delivered through the White Rose HIA Partnership
- 173 Wellbeing visits undertaken throughout the district and 562 handypersons referrals.
- Fully updated the call handling system within Ryecare
- Ryecare partnered with local care service Diamond care to enhance the care service offered to clients
- Held 2 successful landlord events attended by 70 local landlords and agents.
- Development of web based support for landlords
- Review of the Council's Safeguarding Policy with 135 Ryedale Council staff trained in the Councils safeguarding procedures and 52 local taxi drivers trained in safeguarding throughout 2015/16
- Supplied local landlords with smoke alarms and carbon monoxide detectors to meet new government regulations

- Dissemination of the changes in legislation to landlords regarding deregulation, Right to rent, EPC and smoke and carbon monoxide
- Discretionary grants and loans given to landlords and owner occupiers to bring empty homes back into use and improve the condition of the private sector to the value of £161k.
- Funding received through British Gas and Public Health to fund repairs to and the installation of boilers across Ryedale.
- Cold Snaps and Warm Homes piloted in Ryedale, using thermal imaging to the residents of 3 villages in Ryedale to advise where the major heat loss to the property was occurring. Possibility that the scheme may go national.
- The major refurbishment of a House in Multiple occupation in Norton through a HMO grant, this is now leased by RDC.
- Continued use of the collective Switching scheme and oil co operatives through White Rose
- Housing Options now co manage 3 Houses in Multiple Occupation to increase the availability of accommodation for single people.
- Supported Parish Councils in undertaking housing needs surveys
- Developed a North Yorkshire partnership to deliver the Syrian Resettlement programme.
- Housing completions in line with the Local Plan in the last year and consecutive years since the adoption of the Local Plan Strategy
- Set up a property shop in Norton to advertise homes available through North Yorkshire Home Choice
- Worked with the Strategic Housing Board to produce standard heads of terms and clauses for Section 106 agreements in order to reduce the time of the planning process.
- Negotiated and sold 3 pieces of land in the Council's ownership in order to bring in a capital receipt
- Through negotiations with planners and a large developer on a Section 106 scheme, persisted in negotiations to increase the size of the affordable homes, a new affordable house type has now been developed to be used across the Country.
- Part of the consortium which were successful receiving £400K from the British Gas Health Homes Funs, Warm and Well in North Yorkshire
- In partnership developed the North Yorkshire Winter health strategy

Council Priorities 2015-20

Aim 3: To have a high quality, clean and sustainable environment

Strategic Objective 5:

Reducing waste - sustain existing high levels of dry recycling, promotion of home composting and monitoring the impact of charging for green waste

Strategic Objective 6:

To protect and improve the quality of our local environment

We will achieve this through the reduction of CO2 emissions and planning to adapt to climate change and improving the quality of our local environment

Our priority activities will include:













- Reducing levels of CO2 emissions from our own operations
- Increasing the rate of recycling and reducing the amount of waste collected
- Reducing the amount of trade waste sent to landfill sites
- Designing for the environment
- Ensuring that future developments are in the right locations
- Avoid inappropriate development in flood risk areas and managing the risk of future flooding
- Improving street and environmental cleanliness
- Improving levels of local biodiversity
- Encouraging communities to manage their local environment

The challenges for 2016/17 are:

- To maintain the level of Garden Waste subscriptions at or above 46%.
- Maintain the percentage of dry recycling collected with the consequential reduction in waste sent to landfill.

- Reviewing waste collections, targets and tonnages following implementation of our sustainable policy to charge for green waste.
- Respond to changes in the public health system to ensure that there is the capacity to meet local needs influencing better care fund and integration, managing the impact for Ryedale
- To work in partnership with NYCC to improve air quality in line with new statutory guidance on Local Air Quality Management
- Continue to work to alleviate pockets of flooding in Ryedale, working in partnership with other agencies to address problems in market towns and villages
- Progressing the development of the York and North Yorkshire Waste Partnership.

3. High Quality Environment

		DM 2	Planning appeals allowed			
Current Value	33.3%	2015/16	Current Target	33.0%	Target based on national averages and benchmarking	
The national performance level is consistently in line with the target figure of 33%, performance for Ryedale has varied because of the relatively low number of appeals received.						
		DM 157a	Processing of planning applications: Major applications (13 weeks)			
Current Value	87.00%	2015/16	Current Target	70.00%	Targets originally set under Planning Delivery Grant regime	
By definition these applications are complex, often requiring a Section 106 (legal) agreement.. These applications represent around 4% of the total number received. Performance for 2015/16 is excellent overall at 87% against a target of 70%. However there levels will always vary significantly month by month due to the nature and small numbers of this type of applications received.						
		HE 13	% of Food establishments in the area broadly compliant with food hygiene law			
Current Value	74%	2014/15	Current Target	72%	Target is to improve on previous year. Assessments of premises undertaken using risk based scoring and national guidance. 17% of premises are low risk and not accessed and by default not compliant under the national definition for this indicator.	
The "broadly compliant" performance Indicator is defined as the percentage of food establishments within the local authority area that are broadly compliant with food law. The assessment is based on a scoring system that is defined in the national Code of Practice. In 2014/15 74% (624 premises out of a total of 844 food premises in Ryedale) were judged to be broadly compliant. If you take the broadly compliant figure and add it to the unrated figure you get 97% and therefore it can be deduced that Ryedale has approximately 3% of its food premises that can be classified as being non broadly compliant with food law. These are not always the same premises and are targeted for interventions to bring them into the broadly compliant category. Results for 2015/16 are due at the end of June 2016.						
		SS 15	% of Household Waste Recycled			
Current Value	21.70%	2015/16	Current Target	20.00%	Target set following analysis of previous performance levels	
Performance continues to improve. The priority is to maintain this level of performance.						

		SS 17	Household Waste Collection - % change in kilograms per head			
Current Value		-3.39%	2015/16	Current Target	0.25%	Target is to improve on previous years change
Year on year the amount of household waste collected has significantly reduced, giving a net change of -3.39% in 15/16.						
2015-16 409.04kg/per head 2014-15 423.41 kg per head						
		SS 35	% CO2 reduction from LA operations.			
Current Value		-12.5%	2014/15	Current Target	-7.5%	Target set for three years, based on national guidance. To be reviewed following analysis of performance to date
Results for 2015/16 will be available at the end of June.						
		SS 36	Tonnes of CO2 from LA operations			
Current Value		1,418	2014/15	Current Target	1,622	Target set for three years, based on national guidance. To be reviewed following analysis of performance to date
Results for 2015/16 will be available at the end of June.						
		DM 157c	Processing of planning applications: Other applications (8 weeks)			
Current Value		88.30%	2015/16	Current Target	90.00%	Targets originally set under Planning Delivery Grant regime
Performance has been improving for some months and this Trend is continuing. Customer satisfaction has increased on previous years. Delegated decisions are currently made on 88.3% of decisions against a target of 90%.						
		SS 192	% of household waste sent for reuse, recycling and composting			
Current Value		45.80%	2015/16	Current Target	49.70%	National target to achieve 50% by 2020
15/16 is the first full year of data that reflects the full impact of charging for garden waste. Results are positive, achieving 46% subscription rate against a target of 35%. The overall recycling rate has reduced by 8% against a forecast reduction of 15%. <ul style="list-style-type: none"> • 15/16 45.8% (first full year charging for garden waste) • 14/15 48% (Part year charging for garden waste collection) • 13/14 53% (no charge for garden waste collection) A new target will be issued upon a review of current performance and to reflect national targets.						
		DM 157b	Processing of planning applications: Minor applications (8 weeks)			
Current Value		68.00%	2015/16	Current Target	80.00%	Targets originally set under Planning Delivery Grant regime
Performance has been improving for some months and this Trend is continuing. Customer satisfaction has increased on previous years. Minor applications requiring developer contributions are affecting performance in this category arising from the need for S106 agreements to accompany the planning permission. This resulted in numerous applications being determined beyond their 8 week determination period. Last years performance in this category reflects this, however as a result of a recent Court of Appeal decision relating to contributions from small sites, this figure is expected to rise in 2016/17 as applications will not be delayed by the need for a legal agreement.						
		SS 16	% of Household Waste Composted			

Current Value	24.05%	2015/16	Current Target	30.00%	Target set following analysis of previous performance levels
This is the first full year of data since the introduction of garden waste subscription. The reduction is significantly better than forecast. As such a new target will be established upon analysis of current performance.					

Status Icon Key

 On track	 Warning	 Alert	 Data only indicator	 Long term trend arrow
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Supporting Plans:

The Ryedale Plan - <http://www.ryedaleplan.org.uk/ryedale-local-plan>

North Yorkshire Waste Partnership Website - <http://ynywp.northyorks.gov.uk/index.aspx?articleid=17204>

Service Delivery Plans are available on Covalent

Achievements in 2015/16 included:







- The one day sale of subsidised compost bins, organised by Ryedale District Council and the York and North Yorkshire Waste Partnership, proved to be a huge success, with over 300 containers sold.
- Introduced charging for garden waste collections launched in June 2014 and continued in March 2015. An overall target of 46% was reached for 2015/16 meeting the target set
- Support provided for local litter picking groups throughout the year with collection of rubbish and promotion of community clear up days
- A multi-agency flood group which has been meeting since 2012 to look at the emergency response to flooding in the area, commissioned a flood study which models the causes of flooding in four affected locations in Malton, Norton and Old Malton. This work is informing the current scrutiny work on flood risk management and the role of the Council
- In an effort to support Ryedale District Council's Choose2Reuse campaign, community groups in Malton, Kirkbymoorside and Pickering have held give or take days, with over 30 such events held since 2009.
- Garden waste procurement undertaken to include local farmers in the disposal network

Aim 4: To have safe and active communities

Strategic Objective 7

Working with partners, statutory and VCS, to improve health and wellbeing of communities

4. Active Safe Communities

		EC 77	Total Crime in Ryedale			
Current Value	1,659	2015/16	Crime in 2014/15	1487		
The level of crime recorded in 2014/15 was unsustainably low and the performance for subsequent years will be higher than this. In 2013/14 2273 crimes were recorded.						
		HE 10	Adult participation in sport and active recreation. Sport England Active People Survey-Annual			
Current Value	32.7%	2014/15	Target	36.8%	Target is to improve on previous years performance	
<p>There has been no further update on the Active Lives Survey, which is the new way Sport England are proposing to collect information in the future.</p> <p>The result above was for Oct 2014-Oct 2015 in Ryedale as part of the Active People's Survey from Sport England, measuring the participation of residents in sports at least once a week.</p> <p>Yorkshire average was 34.1% and the England result was 35.8%</p>						

Status Icon Key

	On track		Warning		Alert		Data only indicator			Long term trend arrow
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Supporting Plans:

The Ryedale Sports and Active Lives Strategy 2013 -23 - http://www.ryedale.gov.uk/attachments/article/548/Leisure_Strategy_2013.pdf

Safer Ryedale Partnership Plan

Service Delivery Plans are available on Covalent

Achievements in 2015/16 included:

- Community grants awarded to help local projects get off the ground, including village halls, sports facilities and community services and projects
- Provided support for the Tour de Yorkshire en route through Ryedale, a hugely successful televised event which attracted substantial crowds who lined the route, for the second year, following the success of the Grand Depart in 2013.

- High action cycling returned to the roads of Ryedale when the British Cycling National Road Race Series come to the district, incorporating the Men's and Women's National Junior Championships
- Integrated Neighbourhood Management - the Ryedale Multi Agency Tasking Team meets fortnightly. The team tackles anti-social behaviour and aims to safeguard vulnerable people in our community. The Tasking Team work together to fully understand local issues and put problem solving interventions in place quickly to help our communities stay safe and reduce future calls on service and cost of escalated service delivery.
- Safer Ryedale will continue to support the three Ryedale Pubwatch Schemes, which the Partnership initiated. The use of passive drugs dogs and information sharing significantly reduces the impact on the night time economy. This proactive work sends out a zero tolerance message to the public.
- Multi Agency Days of Action are carried out throughout Ryedale in order to address issues of vulnerability and fear of crime. The team includes Ryedale District Council, North Yorkshire Fire & Rescue, Trading Standards and North Yorkshire Police Officers.
- Ryedale District Council have a responsibility under Section 26 of the Counter Terrorism Act to raise awareness of Prevent. (Prevent is part of the UK's counter terrorism strategy, preventing people from becoming involved in terrorism or supporting terrorism. This has been carried out with Town and Parish Councils, voluntary organisations, Neighbourhood Watch and groups of young Ryedale residents.
- Safer Ryedale has developed positive and supportive relationships with travelling families. The ongoing work encourages respect for the local community, local farm property and keeps transition sites from becoming unsightly, therefore, mitigating the potential risk of high level anti-social complaints. The well received joint visits are often made with a Police Officers and RSPCA Inspectors.
- Allocation of funds to support CAB to commission and deliver the services required in Ryedale to support vulnerable people,
- Support provided to the Ryedale Food bank.
- Everyone Active continued to successfully operate the leisure facilities in partnership with the Council

Council Priorities 2015-20

Aim 5: To transform Ryedale District Council

Strategic Objective 9:

To know our communities and meet their needs

Strategic Objective 10:

To develop the leadership, capacity and capability to deliver future improvements, considering options for alternative modes of delivery.

We want to transform Ryedale District Council ensuring we understand our communities and creating value for our customers to ensure that their needs are met.

We will achieve this by developing the leadership, capacity and capability of the Council to deliver efficient services and continuous improvement.

Our change aspirations are to significantly improve customer experience and outcomes at reduced cost through the removal of duplication and waste, and focusing on customer self help and prevention to reduce unnecessary demand for services. It recognised that to do this we must focus on the customer and deliver on the vision to 'continue to do what matters for Ryedale', but do that in a very different way from how we have delivered services in the past. It will be critical to take a one council approach to delivery – which means staff, members and partners all working to the same ends.

We recognise that in the future there will be significant changes to the work itself, the nature of the workforce and the workplace and have laid the foundations for new behaviours and ways of working.

We will prioritise creating value for the customers of a future Ryedale Council by:

- Allowing people to do the things they need to do for themselves as easily as possible, when they need to do them. Allowing us to focus on those with the most complex needs.
- Being open, transparent and accessible.
- Being modern, efficient and business-like.
- Treating all customers equitably and delivering a consistent and appropriate level of service.
- Doing our best to ensure customers issues are resolved.
- Being clear on expectations of what we can and cannot do.

- Understanding that whilst we will need to deliver against our required obligations as a council, our focus will be on what matters, not what is “statutory”.
- Having ownership of, and responsibility for, a customer issue and dealing with it seamlessly across all parts of the organisation as one council.

The challenges for 2016/17 are:

- To deliver the Towards 2020 transformation programme to ensure the Council has the capacity to deliver services and meet needs through to 2020 around four key themes.
 - How we will interact with our Customers
 - The levels of Performance we need to achieve
 - The Delivery considerations for our services
 - The Ways of Working we need to adopt to achieve transformation and maintain improvement
- To deliver a balanced budget in 2016/17 and plan for meeting future financial challenges
- To meet the ongoing challenges presented to the Council by the finance reforms including localisation of Council Tax, business rates and changes to new homes bonus
- Managing the impact of full roll out of UC for working age HB claimants
- Make best use of the Councils property assets, linked to the Towards 2020 programme, and Scrutiny Review of Council Assets.
 - Prepare for the production of the Statement of Accounts one month earlier than the current deadline (30 June)
 - Continue to work with NYCC, other Districts and partners to deliver services
 - Influence any future development of a Combined Authority for the benefit of Ryedale

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5. Transforming the Council

		BS AS 1 RDC	Service enquiries resolved at first point of contact (telephone)			
Current Value	55%	2015/16	Current Target	50%	Target is for year on year improvement	
Total figure is not representative, as staff are unable to log the high volume of calls received during periods of peak call times.						
		BS AS 3	Payments made using electronic channels			
Current Value	90%	2015/16	Current Target	85%	Target is set to improve performance	
Electronic channels include web, telephone and Direct Debit.						

		BS RB 11	% of Council Tax collected			
Current Value	98.76%	2015/16	Current Target	98.52%	Target is set to maintain performance	
Result for 2015/16 an improvement of 0.24% on last year						
		BS RB 12	% of Non-domestic Rates Collected			
Current Value	99.18%	2015/16	Current Target	98.86%	Target is set to maintain performance	
Result for 2015/16 an improvement of 0.32% on collection rates from last year						
		BS BI 02	% FOI Requests responded to within 20 working days			
Current Value	98.74%	2015/16	Current Target	90%	Target is set to maintain performance	
554 FOIs were received from April 2015-March 2016. The average response time during the year was under 8 days.						
		BS MD 1	Standard searches completed in 5 working days			
Current Value	15.9%	2015/16	Current Target	90.0%	Target is set to maintain performance	
Late responses still being received from NYCC. All searches received by RDC are circulated to NYCC on the day they are received having been input into the system then sent directly to NYCC						
		HR A 01 R	Average number of Working Days Lost Due to Sickness Absence per FTE, RYEDALE			
Current Value	9.41 days	2015/16	Current Target	7.50 days		
Performance has improved significantly since November 2015. The total number of days lost to sickness absence in 2015/16 was 2450 days. The number of days lost in April 2015 was 236 compared with 140 days in April 2016, for both long term and short term absence. The % of working days lost to sickness absence in 2015/16 was 4%, an improvement of 2% on 2014/15.						

Status Icon Key

	On track		Warning		Alert		Data only indicator		Long term trend arrow
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Supporting Plans:

The Ryedale Plan - <http://www.ryedaleplan.org.uk/ryedale-local-plan>

[The Ryedale Economic Action Plan](#)

[The Ryedale Housing Strategy Action Plan](#)

[The Ryedale Sports Strategy](#)

[Safer Ryedale Partnership Plan](#)

RDC Financial Strategy 2016-21

Achievements in 2015/16 included:

- Delivery of a balanced budget for 2016/17 through efficiencies achieved through year one of the Towards 2020 programme
- Successfully delivering the Police and Crime Commissioner elections in May 2016, including undertaking the Police Area Returning Officer role for the eight local authorities in the North Yorkshire Police Area, and then going on to run the EU Referendum in the month following.
- Delivering a successor project to Democracy Rocks, working with partners to bring together Stomp style music on old metal ballot boxes and discussions with young people about democracy, voting and registration

- Being one of three authorities to be selected by the Cabinet Office to take part in a canvass pilot in autumn 2016, aiming to deliver the annual canvass of electors in a more customer friendly and cost effective way
- A number of successful prosecutions for Local Council Tax Support fraud have been undertaken with joint investigations conducted by Veritau, who investigate fraud on behalf of Ryedale District Council
- RDC issued a set of final accounts which were unqualified by the external auditors
- Successfully delivered Discretionary Housing Payments for some of our most vulnerable customers, with an increase in volumes of applications received from 75 per year 2012/13 to over 450 in 2015/16
- Co-location of Revenues and Benefits team members to the Job Centre in Malton, adding value for customers
- Successful bid for Fraud and Error Reduction Incentive Scheme (FERIS) funding and meeting the annual target for identification of Housing Benefit fraud and error
- Smooth transition of Housing Benefit fraud to the Single Fraud Investigation Service (SFIS)
- Local Land and Property Gazetteer gold standard achieved with an award from Geoplace
- Maintained the volume of searches undertaken by the Council, despite continued slow turnaround by NYCC
- Increased levels of business rate collection and collection of Council tax. Also maintained high levels of collection from those in receipt of LCTS
- Maintained processing times for Housing Benefit and Local Council Tax Support (LCTS)
- Implemented online forms for Housing Benefits and LCTS application processes
- Scrutiny Review into Fuel Poverty completed
- Successful withdrawal from TIC and transfer of staff to front of house team at Ryedale House
- Implemented cashless front office to reduce cost of processing payments for the Council
- A number of upgrades and improvements were made to the Council IT infrastructure to maintain security and meet government requirements
- Lead role in the development of proposals for governance arrangements for a Combined Authority for York, North Yorkshire, East Riding of Yorkshire and Hull



PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	16 JUNE 2016
REPORT OF THE:	HEAD OF ENVIRONMENT BECKIE BENNETT
TITLE OF REPORT:	UPDATE ON LOCAL AIR QUALITY MANAGEMENT
WARDS AFFECTED:	MALTON AND NORTON

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To advise Members as to new statutory policy guidance and technical guidance relating to Local Air Quality Management (LAQM), advise Members as to the current air quality within the Malton Air Quality Management Area (AQMA), provide an update on the Air Quality Action Plan (AQAP) and the recent activities in relation to air quality.

2.0 RECOMMENDATION

- 2.1 It is recommended that:
(i) The contents of the report be noted.

3.0 REASON FOR RECOMMENDATION

- 3.1 The new guidance is statutory and due regard will be had to it on future decision making.

4.0 SIGNIFICANT RISKS

- 4.1 New statutory guidance on LAQM has been issued which is applicable to North Yorkshire County Council (NYCC) as well as Ryedale District Council. The effectiveness of measures to deal with poor air quality will depend on the cooperation and priority of relevant departments within the Council and partner organisations. As the Malton AQMA has arisen because of road traffic emissions, NYCC as the transport authority for local road networks needs to continue to work jointly with the Council on transport measures within the district.

5.0 POLICY CONTEXT AND CONSULTATION

- 5.1 Ryedale District Council Aim 3. To have a high quality clean and sustainable environment. The proposed measures to tackle air quality within the Malton AQMA are detailed in the Malton Air Quality Action Plan 2012. The last assessment of air quality within the district is detailed in the Update and Screening Assessment for Ryedale District Council May 2015.

REPORT

6.0 REPORT DETAILS

- 6.1 Following a Motion to Council on 14 April 2016 regarding air pollution, it was resolved amongst other matters that a report be produced for the Policy and Resources Committee on the progress of the Malton Air Quality Action Plan. The Motion coincided with the publication of new streamlined policy guidance and technical guidance relating to Local Air Quality Management (LAQM) which was published on 8 April 2016.
- 6.2 The new policy guidance is statutory and all relevant Local authorities(both district and county level) should have regard to it. The guidance applies to local authority action on air quality using available levers, including planning and transport responsibilities. In two tier authorities, it is directly relevant to both district and county councils who both have obligations under Part IV of the Environment Act. The Secretary of State expects that all departments across the authorities should work together to identify suitable measures to address air quality. This includes measures in relation to local transport, highways, land use planning, environmental health and public health.
- 6.3 A summary of the main changes to the original policy are detailed below:
- The objectives for pollutants: benzene, 1,3-butadiene, lead and carbon monoxide have been met for several years and are well below limit values. Government accepts that, in the absence of any particular concerns in a local area, national monitoring is currently providing a sufficient basis for the review of these four pollutants under LAQM. On this basis local authorities are not expected to report annually on these pollutants.
 - Defra have consolidated all previous assessments required of local authorities into a single Annual Status Report (ASR) which for this year should be submitted by 30 June 2016.
 - In addition to the objectives set out in the Regulations, local authorities have a new flexible role in working towards reducing emissions and concentrations of PM_{2.5} (particles), in their local area as is practicable. In doing so they are not required to carry out any additional local review and assessment (including monitoring) but make use of national monitoring. The new policy guidance does not prescribe what the local authority role should be. Councils are expected to work with the Directors of Public Health to address issues of PM_{2.5} in their area.
 - Introduction of Fast Track AQMA Declaration Option - a new Fast Track AQMA Option has been introduced, which local authorities may use if deemed appropriate. This would cut out the need for a Detailed Assessment. Where annual monitoring and local intelligence shows a persistence exceedance the local authority is encouraged to consider moving immediately to declaring and

establishing an AQMA and hence the development of action plan measures to remediate the problem.

- The introduction of Clean Air Zones, which are geographically defined areas where only the cleanest vehicles are encouraged to operate to improve air quality. There are different classes of Clean Air Zone, each successive class includes more vehicle types to bring about a larger reduction in emissions. Vehicle owners will be required to pay a charge if they enter a zone and their vehicle does not meet the required emission standard. Local authorities may also wish to implement a Clean Air Zone operating on a voluntary basis (i.e. without charging).

Air quality in the Malton Air Quality Management Area

6.4 The last assessment of local air quality (Updating and Screening Assessment 2015), was published in May 2015 and remains available for viewing and downloading on the Councils website.

http://www.ryedale.gov.uk/attachments/article/196/USA_2015_Ryedale_v2.pdf

The results for 2014 show that:

- The annual mean Air Quality Objective (AQO) of 40 micrograms per cubic metre was exceeded at just one monitoring site (Site 9, Yorkersgate (1), which is within the Malton AQMA. The annual mean at this site was 43 micrograms per cubic metre.
 - Levels at six sites within the AQMA were below the AQO, and the level at one site was equal to the AQO.
 - In 2014 annual mean levels decreased at six of the nine sites within the AQMA in comparison with the previous year. The decreases ranged from 3 to 14%. Levels were unchanged at two other sites, whilst at one site insufficient data was obtained to determine the annual mean.
 - Five year trend charts in the report show a clear downward trend in NO₂ levels. Data for the 5 year period from 2010 to 2014 shows that levels have fallen at all the sites inside or close to the AQMA over this period. The reductions in levels range from 4 to 24%, with a median reduction of 13%.
 - Reductions in NO₂ levels over the two years after completion of the Brambling Fields junction improvements ranged from 7 to 17%, with a median reduction of 12%. In contrast, in the two years immediately preceding the completion of the junction the reduction in levels was smaller or in the case of several sites levels increased, particularly in 2012.
- 6.5 The reduction in annual NO₂ levels in 2014 is a positive finding. Although this does not demonstrate conclusively that the improvement in air quality was the result of traffic flow changes related to the Brambling Fields junction improvement, it is likely that changes in traffic flow and changes in vehicle fleet composition have contributed to the downward trend observed. An example graph of the trend for nitrogen dioxide is presented in Annex B, taken from the Update and Screening Assessment 2015, which also contains trend graphs for each site within the AQMA.

Air Quality Action Plan

- 6.6 Following the introduction of the Malton AQMA in 2009 an Air Quality Action Plan was developed and subject to formal consultation and was amended in light of the consultees' responses. The Action Plan was adopted by the Commissioning Board on 26 January 2012.
- 6.7 The Air Quality Action Plan presents a number of measures that have been identified for inclusion in the Action Plan. They range from the major junction improvement at Brambling Fields to measures that seek to promote less polluting forms of travel, such as school travel plans and awareness raising. The focus is now on the implementation of a weight restriction over the Malton/Norton level crossing. Further details of recent activities in relation to air pollution are summarised below and details of the implementation of the Air Quality Action Plan are detailed in Annex C. Work is underway on completing the new ASR for 2015, which as stated in 6.3 should be submitted to Defra by 30 June 2016.

Recent activities relating to air quality

- 6.8 There has been significant interest in air pollution matters recently. The most recent events are summarised below:
- NYCC commissioned a video survey of traffic using the level crossing on 7 October 2015 (a neutral month). The survey allowed all vehicle classes and turning movements over the crossing to be counted.
 - Following the results of the survey, at the request of NYCC the Councils Environmental Protection Officer, produced a report 'Proposed Heavy Commercial Vehicle restrictions over Norton Level Crossing - Predicted Impacts on Pollution Emissions'
 - On 24 March NYCC consulted on proposed weight restrictions on the level crossing. This consultation was taken to the Councils Planning Committee on 12 April 2014 and the Committee resolved to support the weight restriction.
 - A Motion was presented to Council on 14 April, relating to air pollution issues in Malton, resulting in this report to the Policy and Resources Committee.
 - It is anticipated the result of the weight restriction consultation will be taken to the next meeting of the NYCC Ryedale Area Committee on 29 June 2016.

7.0 IMPLICATIONS

- 7.1 The following implications have been identified:
- a) Financial
The Annual Status report is been produced in house and as such there is no additional expenditure.
 - b) Legal
The new guidance on Local Air Quality Management produced by Defra is statutory, therefore the Council will seek to comply with the guidance.
 - c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)
The policy guidance emphasises the need for all departments and partners to work together and to ensure the highest level of support to tackle the impacts of air

pollution.

8.0 NEXT STEPS

- 8.1 Following the NYCC consultation on the proposed weight restriction over the level crossing, the Council will work closely with NYCC regarding the implementation of any restriction.

Beckie Bennett Head of Environment

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Background Papers:

Local Air Quality Management Policy Guidance. (LAQM.PG16). Defra. 2016
Local Air Quality Management Technical Guidance. (LAQM.TG16). Defra. 2016
Malton Air Quality Action Plan. Ryedale District Council 2012.
2015 Update and Screening Assessment for Ryedale District Council. Ryedale District Council. May 2015
Ryedale District Planning Committee -North Yorkshire County Council (Highways) consultation: Proposed weight limit Malton/Norton Level crossing.

Background Papers are available for inspection at:

<http://laqm.defra.gov.uk/supporting-guidance.html>

<http://www.ryedale.gov.uk/services/environment-waste/pollution/air-quality.html>

<http://democracy.ryedale.gov.uk/documents/b4402/Late%20Observations%2012th-Apr-2016%2018.00%20Planning%20Committee.pdf?T=9>

<http://democracy.ryedale.gov.uk/ieListDocuments.aspx?CId=117&MId=1577&Ver=4>

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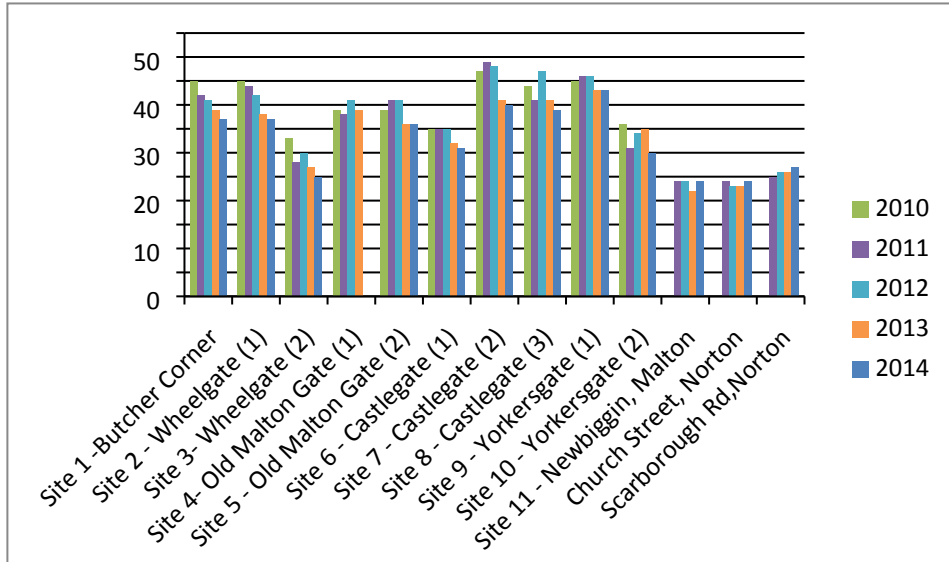
UPDATE ON LOCAL AIR QUALITY MANAGEMENT - RISK MATRIX - ANNEX A

Issue/Risk	Consequences if allowed to happen	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
Failure to comply with new statutory Guidance on Local Air Quality Management	Missing of deadlines to report to Defra. Decisions been taken in isolation of others. Failure to take into account implications for others. Failure of other departments or key partners to engage in policies to impact on air pollution. Rejection of Annual Status Report/ Air Quality Action Plan Progress by Defra	4	D	A Steering Group already exists, but it is proposed to be Chaired by a Senior Manager to ensure that sufficient priority is given both within the Council and with other partners, particularly NYCC as the local highway authority.	2	C
Lack of expertise within the Council to deal with the technical requirements of the guidance.	Unable to complete returns and to the level required by Defra	4	C	Technical training courses to be undertaken. Continued participation in regional groups relating to Local Air Quality Management	2	B

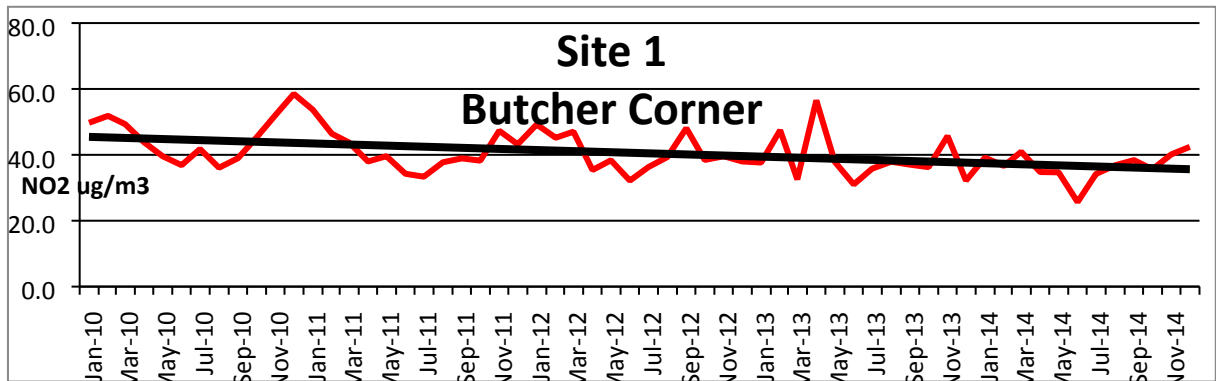
Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

ANNEX B

Nitrogen Dioxide (NO₂) Trend Chart 2010– 2014



Monthly NO₂ Trend Chart 2010 – 2014



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Table 8.1: Action Plan Implementation - Progress Summary

Summary From Action Plan 2012					Progress Update 2015		Overall Targets and Progress
Action	Details	Organisation	Indicators	Target	Progress made	Expected Date for Completion	
AP1	Brambling Fields Interchange Junction Improvement	Highways Agency, NYCC and RDC	Completion Date Change in Traffic Flow through Butcher Corner	August 2012 Reduction in daily traffic flow of 25% by December 2016 (revised timescale)	Junction fully opened on 18 September 2012 The latest post opening project evaluation (NYCC December 2014) report indicates that changes in traffic flow through Butcher Corner have been less than the predicted reductions. However, predictions of traffic flow reductions were made on the basis that a set of complementary measures would be undertaken to optimise utilisation of the improved junction. These measures have not been implemented so far. The report does identify a reduction in HGV movements through Butcher Corner of 7% on the basis of a comparison of turning counts undertaken in 2012 and 2014.	Completed Ongoing	Reduction of annual mean NO ₂ level at all monitoring locations in the Malton AQMA in 2014 (Achieved at 7 out of 10 sites) Achievement of NO ₂ Annual mean objective at all monitoring locations in the Malton AQMA in 2014 (Not achieved revised target 2015) Reduction of annual mean NO ₂ level at all monitoring locations in the Malton AQMA in 2014 (Achieved at 7 out of 10 sites)

Summary From Action Plan 2012					Progress Update 2015		Overall Targets and Progress
Action	Details	Organisation	Indicators	Target	Progress made	Expected Date for Completion	
AP2a	Heavy Duty Vehicle Restrictions	NYCC	Implementation	July 2013 Reduction in daily HDV traffic flow of >30% by September 2016 in comparison with 2011 figure (revised timescale)	Not implemented yet. In February 2015 having considered the latest traffic and air quality data the Air Quality Steering Group agreed to seek consideration of implementation by NYCC Ryedale Area Committee.	July 2016	Achievement of NO ₂ Annual mean objective at all monitoring locations in the Malton AQMA in 2014 (Not achieved revised target 2015)
AP2b	One-Way Restriction on Norton Road	NYCC	Implementation	January 2014 Change in Traffic Flow through Butcher Corner Further reduction in daily traffic flow of 5% by December 2016 (revised timescale)	Not implemented yet. The latest post opening project evaluation (NYCC December 2014) report indicates that changes in traffic flow through Butcher Corner have been smaller than the predicted reductions.	December 2016	
AP2c	Extra Pedestrian Phase at Butcher Corner Traffic Lights	NYCC	Implementation	July 2013	Introduction of an extra pedestrian phase at Butcher Corner Traffic Lights has been investigated by NYCC traffic engineering team. It was determined that if another pedestrian stage is introduced in the junction cycle time then motor vehicles will be delayed by an additional 16 seconds and this would have a significant effect on queue lengths and possibly emissions.	Conclusion to be reached by July 2015	

Summary From Action Plan 2012					Progress Update 2015		Overall Targets and Progress
Action	Details	Organisation	Indicators	Target	Progress made	Expected Date for Completion	
AP3	Town Centre Speed Restriction Zone	NYCC	Implementation	July 2013	Not yet implemented. Further evaluation of impact of AP1 undertaken.	July 2016	sites)
AP4	Travel Plans - Smarter Choices	NYCC and RDC	Number of new travel plans in Malton & Norton	N/A	Implemented. Production of Travel plans required as condition of Planning Approvals.	Ongoing	Achievement of NO₂ Annual mean objective at all monitoring locations in the Malton AQMA in 2014 (Not achieved revised target 2015)
AP5	School Travel	NYCC	Number of STP's reviewed in Malton & Norton	Target 100% by December 2013	Ongoing - All schools in Malton & Norton have a travel plan. NYCC Road Safety & Travel Awareness Team is able to provide guidance to those schools that wish to carry out a review.	Ongoing	
AP6 AP6 Cont...	Public Transport Public Transport	NYCC	Bus and train service levels to/from Malton & Norton Bus and train service levels to/from Malton & Norton	Maintain existing service (2011) levels Improve existing (2011) service levels	No significant changes to NYCC contracted bus services to/from Malton since April 2014 frequency; and 2 will have the NYCC subsidy for scheduled services withdrawn. No significant changes to commercial services affecting Malton & Norton on basis of registrations received by the NYCC Integrated Passenger Team in March 2015. NYCC Rail Policy Officer has advised that there will be very little change in the number of trains to/from Malton in the next four years.	Ongoing Ongoing	

Summary From Action Plan 2012					Progress Update 2015		Overall Targets and Progress
Action	Details	Organisation	Indicators	Target	Progress made	Expected Date for Completion	
					An extended late evening service between Malton and Scarborough was introduced in May 2014. This provided an additional train, departing Malton at 2306h.		sites)
AP7	Air Quality Information	RDC/NYCC	Provide Action Plan information Council Website	February 2012	Action Plan available on RDC Web site at http://www.ryedale.gov.uk/site-navigation/environment-waste/pollution/air-quality.html#quality_plan and via NYCC web site link http://www.northyorks.gov.uk/index.aspx?articleid=15154	Completed	Achievement of NO ₂ Annual mean objective at all monitoring locations in the Malton AQMA in 2014 (Not achieved revised target 2015)
			Provide Smarter Driving and Smarter Travel Choices Information on Council Website	June 2012	Smarter driving information available from Energy Saving Trust web site via link on RDC web site http://www.ryedale.gov.uk/site-navigation/environment-waste/pollution/air-quality.html#quality_plan	Completed	
AP8	Planning Policy	NYCC/RDC	Number of Air Quality Impact Assessments related to Malton AQMA	100% in relation to development with potential to impact on air quality	Air quality policy incorporated in the Ryedale Local Plan core strategy. AQIA required for two new development proposals in 2014. RDC has commissioned new transport modelling to assess the implications for the local highway network (including the AQMA) of new development in different locations at Malton and Norton. The work includes an update to the existing transport model and will be used to inform the selection of new development sites through the	Ongoing June 2015	Reduction of annual mean NO ₂ level at all monitoring locations in the Malton AQMA in 2014 (Achieved at

Summary From Action Plan 2012					Progress Update 2015		Overall Targets and Progress
Action	Details	Organisation	Indicators	Target	Progress made	Expected Date for Completion	
AP8 Cont...	Planning Policy				development plan process. This is due to be completed in June 2015.		7 out of 10 sites)
AP9	Idling/Cut Engine Signage	NYCC/RDC	Completion	June 2012	Signs installed on roads approaching/leaving Butcher Corner. Signs to remain in place as permanent feature	February 2012	Achievement of NO ₂ Annual mean objective at all monitoring locations in the Malton AQMA in 2014 (Not achieved revised target 2015)
AP10	Reduce emissions from RDC vehicle fleet	RDC	Full introduction of EDA	Ongoing	Trials did not result in significant gains. New Fleetmatics tracking GPS (see below) is likely to achieve the same ends.	Complete	
		RDC	Full introduction of Master Naut	August 2012	Equipping of Fleetmatics GPS vehicle tracking (preferred to Masternaut) fitted in entire RDC Vehicle fleet and fully operational from February 2013		
		RDC	Utilise Web Aspx route optimisation software to minimize journeys through AQMA	August 2012	Not completed but significant progress made. Garden waste collections will be optimised after May 2015 when guaranteed collections end. Refuse and recycling will be optimised in 2016	December 2016	
		NYCC			Procurement of EURO 6 lorries and minibuses	Ongoing	Reduction of annual mean NO ₂ level at all monitoring locations in the Malton AQMA in 2014 (Achieved at 7 out of 10 sites)
					The NYCC fleet (approx. 370 vehicles in total) is on a rolling renewal with every new vehicle in the fleet required to meet the latest standards e.g. all new lorries/minibuses required to be Euro 6 standard and the highest		

Summary From Action Plan 2012					Progress Update 2015		Overall Targets and Progress
Action	Details	Organisation	Indicators	Target	Progress made	Expected Date for Completion	
AP10	Reduce vehicle fleet emissions			Ongoing	possible miles per gallon. Pool cars are renewed every 3 years. The combined CO2 emission savings over three years compared with the previous pool car vehicles is estimated at 14.24 tonnes with fuel cost savings of around £16,000. Electric vehicles have been trialled but have been found not to be cost effective for the NYCC fleet.		Achievement of NO ₂ Annual mean objective at all monitoring locations in the Malton AQMA in 2014 (Not achieved revised target 2015)

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PART B:	RECOMMENDATIONS TO COUNCIL
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	16 JUNE 2016
REPORT OF THE:	FINANCE MANAGER (s151) PETER JOHNSON
TITLE OF REPORT:	BUDGET STRATEGY 2017/18 AND EFFICIENCY PLAN
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 This report forms the basis of preparation and planning for the 2017/18 Council budget and provides information on the Towards 2020 efficiency programme designed to deliver the Council's savings requirement over the next 3 years.

2.0 RECOMMENDATIONS

- 2.1 That Council is recommended to approve the following strategy for the preparation of the 2017/18 budget:
- (i) Proposals to be brought forward for a £5 increase in Council tax;
 - (ii) Increases in fees and charges to be to a maximum of 4.5% on a cost centre heading basis excluding VAT and only those charges officers recommend above this figure to be considered by the relevant policy committee;
 - (iii) Efficiencies to be maximised; and
 - (iv) The use of New Homes Bonus in line with the medium term financial plan.
 - (v) Options for service cuts to be provided if necessary. These proposals to be considered by the Resources Working Party and brought to the Policy and Resources Committee and Council.
- 2.2 That Council is recommended to approve the Annual Efficiency Plan and that delegated authority be given to the Finance Manager in conjunction with the Chairman of Policy and Resources Committee to accept the 4 year funding offer should they deem that it is in the best interests of the council to accept the offer.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 The proposals will ensure the Council sets a balanced budget for the forthcoming year with minimal impact on Council services.

4.0 SIGNIFICANT RISKS

- 4.1 The significant risk is that efficiencies cannot meet the shortfall and cuts to front line services will be required. This is mitigated through a whole Council approach to savings identification, highlighted through the Towards 2020 Transformation Programme and Efficiency Plan. (see risk matrix).

5.0 POLICY CONTEXT AND CONSULTATION

- 5.1 The budget strategy is a key process affecting all service delivery and linking to the Council Plan and all of the strategic plans as well as providing the means for attaining the Council's objectives and priorities.
- 5.2 Public consultation will take place to inform the budget process.

REPORT

6.0 REPORT DETAILS

- 6.1 The annual budget setting process for the Council will necessitate the identification of savings to deliver a balanced budget. The Medium Term Financial Plan (MTFP) approved by members along with the Council's Financial Strategy in February 2016 set out the projected financial position (Appendix A). At that time the Council set a £5 increase in its part of the Council Tax bill for 2016/17.
- 6.2 Within the MTFP projection was the need to identify nearly £600k of savings for the 2017/18 budget and £1.1m through to 2019/20. This position was based on the following assumptions:
- The figures included in the Governments 4 year funding settlement remain unchanged.
 - No significant Changes to the Business Rate Retention income
 - Using a further £265k of New Homes Bonus to support revenue
 - A Council Tax increase of 1.99% in 2017/18
 - Pay Inflation of 1%
 - Price inflation of 3%
- 6.3 There are a number of key influences on the finances of the Council for 2017/18 which then impact on the budgetary position. These include:
- Acceptance of the 4 year funding settlement linked to an Annual Efficiency Plan
 - Business Rate Retention and changes to the valuation list on 1st April 2017
 - Council Tax increase
 - Income from Fees and Charges
 - Issues arising from the current year
 - Pay and price inflation
 - Revenue effects of the Capital Programme

- Use of New Homes Bonus and Cuts to Services/Additional income

Four Year Funding Offer, Annual Efficiency Plan & the Towards 2020 Programme.

6.4 Members will recall that the Government has offered Local Authorities a 4 year funding package as part of the final settlement for 2016/17. The table below highlights the Governments Core Spending Assessment for Ryedale. The offer is intended to give Local Authorities certainty going forward in order to be able to deliver the required level of efficiencies through to the end of the current Parliament.

6.5 The four year funding settlement offer to Councils only guarantees the funding sources highlighted in grey below, namely Revenue Support Grant, Transitional Relief and Rural Services Delivery Grant. By the end of the current Parliament the offer accounts for only 6% of this Councils core spending power calculation.

	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Revenue Support Grant	0.763	0.379	0.143	0
Business Rates - Baseline Funding Level	1.500	1.529	1.574	1.625
Tariff Adjustment				-0.120
Settlement Funding Assessment	2.263	1.908	1.717	1.505
Council Tax of which;	3.886	4.118	4.361	4.615
<i>Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)</i>	3.829	4.021	4.227	4.448
<i>additional revenue from £5 referendum principle for all Districts' Band D Council Tax level</i>	0.057	0.097	0.134	0.167
New Homes Bonus	1.676	1.685	1.059	1.016
Rural Services Delivery Grant	0.569	0.459	0.353	0.459
Transition Grant	0.025	0.025	0	0
Core Spending Power	8.419	8.195	7.490	7.594
Memo:				
Business Rates Tariff	-5.174	-5.276	-5.431	-5.605

6.6 DCLG is in the process of launching a review of needs and resources and completing the review of New Homes Bonus. In normal times, both these reviews would impact (directly or indirectly) on authorities' RSG allocations, it's unclear at the moment whether the guarantee applies immediately or only applies after the reviews have been completed. Though it should be noted that the deal is for minimum allocations not fixed allocations, implying that there may be some scope for those councils who accept the offer to gain.

6.7 The only condition attached to the four-year offer is to publish an efficiency plan, which can be combined with other documents such as this budget strategy. There is a general lack of guidance available concerning the production of an efficiency plan

particularly in relation to the mechanism to accept or reject the plans, but the department says:

- the plans show how the greater certainty can drive savings
- councils should consult locally on their proposals

- 6.8 There may be fundamental changes to the underlying needs formulae or further cuts in the total funding that result in non-participants receiving noticeably less funding through changes to top-ups and tariffs so there is a clear incentive to sign-up, not least because the only cost or risk to authorities arises from the need to consult widely and to produce an efficiency plan. Councils have until the 14th October 2016 to accept the Governments offer.
- 6.9 Taking into account the savings delivered through the previous programmes and through delivering a balanced budget in 2014/15, 2015/16 and 2016/17 officers are clear that finding a further £1.1m of savings is a significant challenge given the reduced base position.
- 6.10 Officers are now working with iESE, a social enterprise company operating in the Public Sector under Teckal arrangements, to deliver further savings through the Towards 2020 programme, which is the Councils efficiency programme. The Council is facing savings of such a magnitude that a whole organisation review is currently underway, further information is included within a separate report on this agenda which, in turn, is closely linked to the Efficiency Plan at Appendix B of this report.
- 6.11 A series of ongoing staff briefings have taken place to ensure that employees are aware of the financial projections.
- 6.12 The deadline for acceptance of the 4 year funding offer is 14th October 2016, it's not clear at this point whether any changes will be made to the current offer and therefore members are requested to approve the Efficiency Plan (Appendix B) and delegate authority to accept the 4 year funding offer to the Finance Manager in conjunction with the Chairman of Policy and Resources Committee if they deem that it is in the best interests of the council to accept the offer.

The Business Rate Retention Scheme

- 6.13 The basic operation of the Government Support for RDC in 2016/2017 is as follows:
- The Council continues to collect Business Rates.
 - 50% is paid over to the Government.
 - Of the remaining 50%, 9% is paid to the County Council and 1% to the Fire and Rescue Service.
 - The Council will be provided with a set amount of the remainder it must pay (the Tariff) over to the Government (whatever the business rate income is). RDC keeps the rest.
 - Growth in business rates above a baseline target could lead to an increase in RDC resources.
 - In 2015/16 the Council incurred a small surplus from the business Rates Retention Scheme. Under regulations this surplus impacts on the revenue account in 2016/17, surpluses and deficits will be managed through reserves.
 - The Council continued as a member of the North Yorkshire Business Rates Pool in 2015/2016, which incorporates 5 Districts and the County Council. The benefit of forming the pool is that the levy rate on growth above target is

reduced to zero. This benefit is shared between the pool members in accordance with the agreement. In 2015/16 the council saved £120k as a result of being in the Business Rates Pool.

6.14 For the 2016/17 budget the following table sets out the relevant figures.

	Government Target £m	2016/17 Budget £m
Business Rates Income Ryedale	16.685	18.095
RDC Share (40%)	6.674	7.238
Tariff payable to Government	5.174	5.174
Sub total	1.500	2.064
Funding Target	1.500	1.500
Levy payment (50%)		0.289
Budgeted Retained Business Rate Income		1.775

6.15 For the 2017/2018 budget there are a number of factors which will change the income from the Business Rates Retention Scheme:

- Changes to the Business Rate valuation list from 1st April 2017
- Collection Rates for Business Rates
- The inflation factors to be applied to the Business Rate Multiplier and tariff
- The final position of the Business Rates Pool in 2016/17 and it's continuation into 2017/18.

Council Tax Increases

6.16 The Council's MTFP is predicated on a 1.99% increase in Council Tax for 2017/18. The 2016/17 charge was £181.71 per band D property, which represented a £5 increase on the previous year.

6.17 The Government confirmed the referendum limit for increases in Council Tax in 2016/17 at 2% or £5 (whichever is higher) for Shire District Councils. The referendum principles were published on 8 February 2016. Councils wanting to increase above this level must undertake a referendum of residents. As the cost of this would be c£70k, the Council would need to be considering a 4%+ increase in Council tax to make it worthwhile. Referendum principles for 2017/18 have yet to be confirmed, however the Government has committed to a 2% or £5 threshold in each year of the 4 year funding settlement period.

6.18 A rise of £5 (2.7% at band D) is the equivalent of under 10p per week or less for the majority of Ryedale residents. Members should note that the full Band D charge is currently £1,608.45 taking into the account the charges from the County Council, Fire and Police services. RDC therefore makes up just over 11% of the final bill. A £5 increase in the Council's charge would raise approximately £104k when applied to the current council tax base.

6.19 Council Tax Freeze Grant was not available in 2016/17 and does not feature in the 4 year funding settlement.

6.20 The current approved MTFP is based on 1.99% increase in Council Tax through to 2020/21. The final settlement gave Shire Districts greater flexibility to increase

Council Tax by £5 each year. The difference would generate an additional £330k over the next 4 years and the level of savings required over the next 4 years would be reduced by £130k.

- 6.21 Against this projection and the profile of the Council's finances up to 2021 (Annex A), lack of clarity around the amount of available New Homes Bonus to support revenue and service cuts of £1.1m over the next three years. The officer recommendation is that the Council increase Council Tax by £5 in 2017/18.
- 6.22 There are other issues which will impact on the Council Tax income next year:
- Growth in the Council Tax Base through new properties. An estimate for growth has been included in Annex A based on previous history.
 - The Local Council Tax Support Scheme (LCST). The Council Tax base is suppressed by the cost of LCST. Further work is ongoing in this area, the cost of which is affected by the decision of the four major precepting Authorities on next years council tax rises.

Income

- 6.23 It is important that the Policy and Resources Committee recommend to Council an outline target for increases in income. Clearly where officers believe that increases in line with the strategy will be counterproductive to overall income, or where there is potential scope for increasing above the target these would be considered by the Policy and Resources Committee. The recommended target increase is up to 4.5% on a cost centre heading basis excluding VAT.

Current Year issues (2016/17)

- 6.24 Benefit Administration grant reduced in 2016/17 and will reduce again in 2017/18 as Universal Credit is rolled out.
- 6.25 Maintenance responsibility for an additional closed churchyard, The Parish Church of St Peter and St Paul in Pickering, has been passed to the council. There is also the potential for maintenance responsibility for at least one other Churchyard in the current financial year.
- 6.26 Proposed changes to the delivery of the Land Charges Service, the timescale for change and the financial impact on Ryedale are still uncertain.

Pay and Price inflation

- 6.27 The 2016/17 budget included provision for a 1% pay rise for all employees, with a further provision being made to take account of the employers offer for those employees on lower bands. A two year (April 16 to March 18) pay award has now been agreed through national negotiations. It comprises a headline of one per cent in each of 2016/17 and 2017/18 for staff at spinal column 18 and above and higher percentages for staff on lower bands.

Revenue effects of the Capital Programme

- 6.28 The MTFP incorporates predictions around the revenue impact of Capital Decisions, in particular the borrowing to finance the Brambling Fields junction upgrade.
- 6.29 The Government has introduced greater flexibility around the use of capital receipts. Receipts can be used to fund the revenue cost of transformation projects which generate ongoing revenue efficiency savings. The use of this flexibility is linked to the approval of an Annual Efficiency Plan. The Council is currently reviewing it's asset strategy as part of the Towards 2020 programme. Given the timescale required to gain approval for a revised strategy, market any identified surplus underutilised

assets and dispose of said assets, it's unlikely that the Council will be in a position to use the flexibility in the current financial year.

2017/18 Budget Efficiencies, Cuts and New Homes Bonus

- 6.30 Over the last 6 years the council has generated £3.8m of savings, the majority being efficiency savings.
- 6.31 The forecast at Annex A assumes c£600k of savings in 2017/18 and £1.1m through to 2019/20, officers are working to achieve this level of savings. Individual work plans within the Towards 2020 programme have been scheduled to initially deliver efficiencies before looking at service cuts.
- 6.32 The issues highlighted in this report show that there will be a budget shortfall which cannot be met by efficiencies. This shortfall can be met by using one or a combination of the following:
- Using New Homes Bonus (NHB) to support revenue
 - Use of Reserves
 - Cuts to services/Additional Income
- 6.33 The Council has performed well in earning NHB to date. Based on the Governments illustrative figures the Council will receive around £1.69m in NHB in 2017/18 before this funding stream begins to reduce as proposed changes to the scheme take effect. Of the £5.553m earned in total in the previous 6 years, £0.886m has been used to support the revenue budget and £0.476m to support the capital programme, drawdown of NHB in line with the Medium Term Financial Plan will be required in order to ensure no further cuts in 2017/18, however this will be subject to the timing of and final changes to the revised NHB scheme, a Government announcement is expected shortly.
- 6.34 The Council's 2016/17 budget did not plan to draw on the Council's General Reserve. The Council's reserves are adequate however the use of reserves to bridge revenue budgets only provides a short term solution to financing difficulties. With the outlook for 2016/17 and beyond being very tough, and the scale and risk of achieving cost reduction being high, the council's policy on surplus reserves is clear: to invest to save and, if required, to smooth the curve of cost reduction in the light of timescales needed to drive costs out.
- 6.35 Only unavoidable growth can be accommodated at this time. Within the MTFP £340,000 is included for growth items which includes a provision for the replacement of 3 refuse vehicles previously purchased through capital and provision for an increase in pension contributions following the triennial valuation of the pension fund.

7.0 IMPLICATIONS

- 7.1 The following implications have been identified:
- a) Financial
The financial impacts are detailed within the report.
 - b) Legal
There are no new legal issues around the budget strategy.
 - c) Other
All savings proposals will be evaluated to identify direct other implications where possible.

8.0 NEXT STEPS

8.1 The following table sets out the timetable for the budget process:

Resources Working Party unplanned or exceptional budget matters arising	10 November 2016
Member briefing on budget	11 January 2017
Policy and Resources Committee consider 2017/18 Budget	2 February 2017
Full Council formally set budget and Council Tax	21 February 2017

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Background Papers:
None.

RISK MATRIX

Issue/Risk	Consequences	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
<p>Efficiency savings unable to meet the shortfall therefore service cuts will be required.</p> <p>Further reduction in NHB Income</p> <p>Business rates revaluation on 1st April 2017</p>	<p>Cuts to front line services, reputational damage to Council, possible poor external inspection.</p>	5	D	<p>Co-ordinated approach to savings identification, new operating model for the council to be delivered through the T2020 programme.</p> <p>IT investment to change working patterns and make efficiencies.</p> <p>Funding streams to be monitored closely and changes to be reported to members at an early stage.</p> <p>Any cuts will be fully worked up and considered by members at an early stage.</p>	5	C

Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

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Medium Term Revenue Forecast 2016/17 - 2020/21

	2016/17	2017/18	2018/19	2019/20	2020/21	
	Projection £'000	Projection £'000	Projection £'000	Projection £'000	Projection £'000	
Base Budget and Inflation						
Base Budget	6,823	6,413	6,166	6,123	6,060	
Pay Increase & General Inflation	126	150	150	150	150	
	6,949	6,563	6,316	6,273	6,210	
Add Future Cost Increases						
Budget Pressures	409	340	150	150	150	
Capital Programme Borrowing	0	0	0	0	0	
Deduct Future Savings:						
Efficiencies/Service Cuts/Additional Income	-584	-582	-237	-257	-246	
Movement in NHB Applied to Revenue	233	-265	-237	0	0	
Movement in Rural Service Delivery Grant	-569	110	106	-106	-106	
Movement in Transition Grant	-25	0	25	0	0	
Net Revenue Budget	6,413	6,166	6,123	6,060	6,008	
Financing						
RSG	763	379	143	-120	-380	
Business Rates	1,775	1,810	1,846	1,883	1,921	
Collection Fund Surplus	69	25	25	25	25	
Council Taxpayers	3,734	3,882	4,031	4,191	4,358	
CT Base Growth	72	70	78	81	84	
Budget Requirement	6,413	6,166	6,123	6,060	6,008	
NHB Earned	1,676	1,685	1,059	1,016	1,016	
Applied to Revenue cumulative	326	591	828	828	828	
Applied to Capital	188	188	188	188	188	
To be allocated	1,162	906	43	0	0	2,111

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Efficiency Plan

Over the last six years Ryedale District Council has delivered efficiency savings of £3.8m which, to put into context, 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.

Examples of these partnerships have been:

- A ten year contract with SLM Ltd for the provision of Leisure Services.
- A contract with Veritau North Yorkshire Ltd for the provision of an Internal Audit and Fraud Service.
- The North Yorkshire Procurement Partnership.
- North Yorkshire Building Control Partnership
- York, North Yorkshire and East Riding Local Enterprise Partnership
- White Rose Home Improvement Agency

In each of these areas of business, the Council has ensured significant efficiencies are realised from the new arrangements. 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.

The strategy will seek to build on these successes by continuing to:

- Identify opportunities for alternative service provision through strategic procurement.
- Develop partnerships as appropriate
- Recognise the benefits of extending existing contracts and relationships.

The External Auditors Annual VFM conclusion has reflected positively on the Council's ability to deliver efficiencies.

The Council's strategy for securing efficiencies is driven by the overriding factor of delivering the Corporate Plan within the constraint of a limited financial resource. Customer needs and expectations are of paramount concern.

In addition to the need to generate efficiencies due to reductions in funding, unavoidable spending pressures such as inflation and pay awards require cash to be released from other areas of business and there is a clear strategy to achieve this with minimum reductions in service. The Council does understand, however, that this may not always be possible and it

uses public consultation to influence service priorities and is clear about what can, and what cannot, be achieved in the Corporate Plan.

The remainder of this Statement summarises the service and organisational developments which will not only deliver the efficiency gains in the current year, but also how targeted investment made in 2016/17 will realise the required savings in the medium term.

Current Year

In delivering a balanced budget for 2016/17 the Council included savings of £584k, details of the savings are highlighted in the table below:

Proposal	Savings £'000
- Budget Review Efficiencies	67
- Additional Income	20
- Reduction in Grant Expenditure	22
- District Election	40
- Net Salary Savings	435
Total of Savings	584

The Council is on course to realise all these savings in the current financial year.

The last six years have seen a long period of transitional and opportunistic change in order to deliver savings. Given the magnitude of the funding reductions faced by the council over the next 3 years, the time has come to re-prioritise and focus future business needs.

Towards 2020 Programme

Following on from the success of the One-11 (2011/12), Going for Gold (2012/13) and Round 3 (2013/14) Programmes, Officers are progressing the 'Towards 2020' programme. The purpose of the programme is to deliver required efficiency savings by 2019/20, whilst minimising cuts to services. Following the 2016/17 settlement and likely changes to the calculation of NHB the council is faced with a savings requirement of at least £1.1m over the next 3 years having already delivered £580k for the 2016/17 budget.

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.

What we need to prioritise as a council will not change, this is set out in the Council Plan. However, we need to recognise that the scale of the savings required for Ryedale to address the fiscal challenge is immense. Small improvements on the current delivery of service to customers alone will not suffice if the council is to survive, let alone be sustainable, in the

short to medium term. It is recognised that service reviews alone cannot achieve the level of savings required. We therefore need to adopt whole organisation change and re-invent the way we deliver service, with a rapid requirement to move to a lower cost, higher value operating model - we will need to do very different things in a very different way. Our transformation will be all about our customers and we will aim to significantly improve customer experience and outcomes at reduced cost through the removal of duplication and waste, and focusing on prevention to reduce unnecessary demand for services. We need to reflect forward to meet the needs of tomorrow as well as today. The Full Mandate for change (Annex A) has been communicated to Officers and Members of the Council.

The Council has 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

The Towards 2020 programme is targeting the following areas to achieve the savings identified in the current MTFP.

Description	Target Saving
Assets	£100k
Management Structure	£400k
Business Process Redesign	£500k
Other Efficiencies	£100k

Staff and Member engagement is underway and formal consultation is scheduled to commence in July 2016. Customer engagement will be carried out on a test and learn basis.

There will be a significant Invest to save funding requirement.

The focus of the Efficiency Plan is on cash efficiency savings, although this does not in any way under-value the Council's approach to performance improvement which is fundamental within the Corporate Plan.

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Ryedale T2020

A Mandate for Change



About the Mandate

The Mandate for Change is intended to be a high level document that provides a reason for embarking on the Transformation Programme. It provides the rationale which links people and activities to a common purpose and objective. It creates a context for change and helps to provide a link between multiple activities and workstreams. It is there to create a personal connection to the Programme. The Mandate is not intended to replace or be a substitute for any of the proper programme documentation or governance, such as the business case or the programme plan.

The Context

The Ryedale and the current economic landscape

Ryedale District Council has historically been a leading and high performing council. It has always had a voice and impact beyond its size, including in areas such as the region's economic development, health and environmental services. The Council has always looked to be more efficient and effective and in the last few years has undertaken a number of successful efficiency programmes achieving savings in the region of £3.3 million. However, the future financial landscape means that we will need to think even more radically and we will need to understand and respond to issues such as devolution and combined authorities.

The Devolution question

All of these changes are occurring at a time when there is a heightened call for increased devolution and combined authorities. Devolution means the transfer of certain powers and responsibilities from national government to a particular region. The intended benefits are that decisions made locally meet the needs and aspirations of the people who live and work in the area. Combined Authorities are about two or more neighbouring local authorities collaborating on major strategic issues such as transport investment, skills, economic development and regeneration. Ryedale has always been open to partnership working and keen to drive the local strategic agenda, but any considerations will need to have demonstrably and measurably better outcomes for the residents and businesses of Ryedale who are amongst our customers.

Scale of the financial challenge

The Government announced its planned deal for Local Government through to 2019/20 in the Local Government Finance Settlement on 17 December 2015. The background to this was the Spending Review announced alongside the Chancellor's Autumn statement on 25 November 2015. This indicated that Local Government would receive the largest funding reductions in comparison to other areas of public expenditure. The four year settlement that was announced, however, was materially worse than had been expected. The current savings requirement is £1.1M. Whilst there has been some short term additional funding because of the rural nature of our area, the long term picture remains the same. In short, we need to transform the organisation, not for the short term of the council, but for the future of the district.

Transforming Ryedale District Council

What do we mean by Transformation?

What we need to prioritise as a council will not change, this has already been laid out in the Ryedale Council Plan. However, we need to recognise that the scale of the savings required for Ryedale to address the fiscal challenge is immense. Small improvements (doing the same things better) on the current delivery of service to customers alone will not suffice if the council is to survive and the district is to endure, let alone be sustainable, even in the short to medium term. It is strongly evidenced that service reviews just cannot achieve the level of savings we need to make. We therefore need to adopt whole organisation change and re-invent the way in which we deliver service, with a rapid requirement to move to a lower cost, higher value operating model – we will need to do *very different things*, in a *very different way*. Our transformation will be all about our customers and we will aim significantly to improve customer experience and outcomes at reduced cost through the removal of duplication and waste, and focusing on prevention to reduce unnecessary demand for services. We need to reflect forward to meet the needs of tomorrow as well as today.

The reason for being – our customers

At Ryedale we have always focussed on the customer. Many councils often struggle with the term customer, but for us it is clear. It is anyone who uses or may need to use the services that we deliver or support now or may deliver in the future. This includes citizens and service users, including residents, businesses and visitors. It also includes our partners, of which we have many. Each group – and in fact each individual within different groups – may have different needs. However, what is critical to us is that it is all about creating value for every one of those customers. To achieve this we need to ensure we understand who our customers are, what they require and then deliver it in the most efficient and appropriate way.

What does creating value mean?

Value is all about doing “what matters” to the customer. A simple idea, but how many local authorities really know what customers care about, since many local authorities get wrapped up in what they currently do and have always done? This is often demonstrated through media such as their website, which is focused around the current professional delivery activities and structures rather than clearly understood customer needs.

This is often because value (as the customer perceives it) is not easily calculated, but after all the dust settles from a customer experience, what is left is a perception of the service we provide. It is about how the customer feels we deliver our services. Did the customer end up with a feeling of satisfaction, or not? It’s not about getting all the touch points “perfect” or even giving them the answers they wanted, it is about being treated efficiently, fairly and with empathy.

So what creates value for customers?

These are the things that will create value for the customers of a future Ryedale Council:

- Allowing people to do the things they need to do for themselves as easily as possible, when they need to do them. Allowing us to focus on those with the most complex needs.
- Being open, transparent and accessible.
- Being modern, efficient and business-like.
- Treating all customers equitably and delivering a consistent and appropriate level of service.
- Doing our best to ensure customers issues are resolved.
- Being clear on expectations of what we can and cannot do.
- Understanding that whilst we will need to deliver against our required obligations as a council, our focus will be on what matters, not what is “statutory”.
- Having ownership of, and responsibility for, a customer issue and dealing with it seamlessly across all parts of the organisation as one council.

A one council approach

To deliver this future aspiration we need to work as “one council”. This not only means breaking down any silos within our organisation, and thinking radically about our structure and ensuring we do deliver “seamlessly” - adopting a single “Ryedale way” of doing things - but it also means all officers, members and partners working in the same way, to the same ends. This sounds like a simple vision, but it will be challenging to achieve.

A vision for the future

Our vision for the future is therefore (deceptively) simple:

‘Continuing to do what matters for Ryedale’

It’s simple, in that doing what matters will be all about a focus on adding value for the customer. However, it is also complex and challenging, as it means getting closer to the customer, really understanding their needs and sometimes challenging our own pre-conceptions and traditional ways of doing things. It is also set in a landscape of competing priorities and demands. We will need to have a mature approach to the management of risk, one that moves beyond the traditional local government approach, centred on a risk-averse culture that seeks to mitigate risk beyond all reasonable doubt, to managing risk based on an appropriate balance of probabilities to the likelihood of risk occurring and the impact a risk might have. To increase our appetite for risk, our staff at all levels will be empowered to take timely decisions necessary to support services and customers.

What will this mean for staff?

Our people are our greatest asset and in the future we want the way we operate to move from being a formalised and structured organisation and become a dynamic, creative and innovative place to work. For staff this means three things. Changes to:

The Work - Our focus on work will include what work is and where, when and how it takes place, as well as changes in skills and job needs, changing career progression with new opportunities and pathways for those who want it, maximising technological developments and embedding new ways of working.

The Workforce - Our focus on the workforce will recognise our demographics, wider population and legislative changes, attitudes and expectations, the changing skills base and how people are best organised, developed, managed, motivated and rewarded to perform at their best.

The Workplace - Our focus on the workplace will recognise how organisations are evolving and adapting, recognising that *work is an activity and not a place* and allowing for flexible work location and hours and a flexible physical work environment that benefits both the individual and the organisation – and ultimately the customer, as we will bring the service closer to them.

Engagement and communication

In delivering this transformation it will be essential to build commitment, understanding and momentum in staff for the development of a new operating model, new behaviour and ways of working. We will need to clearly articulate the impact of the changes which will be developed from this Mandate and encourage dialogue about change with staff.

Next Steps

What now and what next?

The Mandate will be a ‘touchstone’ as we make progress with our transformation programme – we should constantly be able to refer back to it to see if any changes we are making are in line with its aspirations. It allows us to take the next steps to define a set of high level operating principles for the Council. These will inform a more detailed strategy and plan of how we interact with our customers, the levels of performance and service we should be providing and how we want staff to be working in the future. These considerations and clear expectations will then ensure we can start to build the organisation we need to be in the future to deliver what matters for the customer at a cost that ensures we are a sustainable organisation – our organisational Blueprint.

The long term

Staff have already undertaken work to consider what factors might effect our future. Whilst there are many issues such as devolution that may impact on us, the overriding theme of those discussions was that, to a considerable extent, our destiny is within our own control. If we pro-actively address many of the issues they can be opportunities for us for future, and not threats. It is only through radical thinking that we will be able to deliver the scale of efficiencies we need to make us sustainable. However, this will mean taking some bold, and sometimes tough, decisions about what we do and how we do it. Services and functions will change at a rapid pace, which in turn will drive wider structural reform for Ryedale District Council as a whole.

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PART B:	RECOMMENDATIONS TO COUNCIL
REPORT TO:	POLICY AND RESOURCES COMMITTEE
DATE:	16 JUNE 2016
REPORT OF THE:	CORPORATE DIRECTOR PHIL LONG
TITLE OF REPORT:	MEMBER INVOLVEMENT IN APPEAL PANELS
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To respond to a request from Councillor Ives which was made at P & R to alter the Policy relating to Member involvement in disciplinary appeals panels. This report seeks Member approval for a change that affects three Human Resources policies: the Disciplinary Policy, the Capability (Capability Performance) and Management of Attendance Policy. The change replaces the current provision for Member Appeals Panels, for appeals against dismissals, with Officer Appeals Panels.

2.0 RECOMMENDATION

- 2.1 Council is recommended to approve the replacement of Member Appeals Panels for appeals against dismissals with an Officer Appeals Panel.

3.0 REASON FOR RECOMMENDATION

- 3.1 The Head of Paid Service has statutory responsibility under Section 4 of the Local Government and Housing Act 1989 for the appointment and proper management of the Council's staff.
- 3.2 The Head of Paid Service has followed guidance from ACAS. Following the repeal of the Statutory Dismissal Procedures (SDP) in April 2009, ACAS produced a revised Code of Practice and 'Guide' for employers to consider prior to revising their policies and procedures. ACAS issued a further revision to the code under section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992 which was laid before both Houses of Parliament on 16 January 2015. This came into effect on 11 March 2015 and replaced the Code issued 2009. Employment Tribunals consider this information as a comparator against internal procedures should any claim be brought against the Council.

4.0 SIGNIFICANT RISKS

4.1 None.

REPORT

5.0 BACKGROUND AND INTRODUCTION

- 5.1 The primary consideration for reviewing the appeal process is to enable a more efficient and economic approach as and when such situations arise.
- 5.2 The opportunity to appeal against a disciplinary decision is essential to natural justice, and appeals may be raised by employees on any number of grounds, for instance new evidence, undue severity or inconsistency of the penalty. Such appeals are heard by an Officer Panel, only appeals against dismissal are currently heard by members.
- 5.3 The purpose of an appeal is to enable an independent review of the 'reasonableness' of the outcome of the disciplinary hearing and is important to focus on reviewing the process followed and the appropriateness of the decision.
- 5.4 Historically, the National Joint Council for Local Government Services has not specified who should hear appeals. From 1984 The NJC did not issue detailed guidance on the formulation of disciplinary rules and procedures, but recommended local authorities to determine, by operation of the procedures normally adopted by local parties, arrangements appropriate to local circumstances which have full regard to the principles and standards set out in the ACAS Code of Practice.
- 5.5 Following Harmonisation in 1997 and to date, the NJC for LGS continues to affirm 'The employing authority should ensure that all employees are aware of the disciplinary rules and procedures that apply'. All employees should also be aware to whom they can apply if they are dissatisfied with any disciplinary decision. These procedures should accord with legal requirements and with the ACAS Code of Practice and Guidance.
- 5.6 In April 2009, ACAS produced a revised Code of Practice for disciplinary and grievance procedures for employers to consider prior to revising their policies and procedures along with extensive accompanying guidance. Whilst revised March 2015, this remains in place and Employment Tribunals consider the Code of Practice and Guidance as a comparator against our internal procedures should a claim be brought against the Council. The Code of Practice from 2009 and 2015 states: "The appeal should be dealt with impartially and wherever possible, by a manager who has not previously been involved in the case." (*Ref: ACAS Code of Practice on Disciplinary and Grievance Procedures. 2015, point 27*)
- 5.7 The policies and procedures being revised to which the application of this change of policy principle is proposed are the Disciplinary Policy, the Capability (Capability Performance) and Management of Attendance Policy. Currently these policies allow in the procedural element for appeals against dismissals to be heard by an Appeals Panel of the Policy and Resources Committee.
- 5.8 All three policies still in their original format had been subject to a joint review with UNISON though the matter of appeals being heard by Officers was not agreed with UNISON. The proposal is to replace the facility for Member Appeals Panels with an Officer Appeals Panel.

6.0 POLICY CONTEXT

6.1 This proposed revision fits with corporate aim 5: to transform the Council.

7.0 CONSULTATION

7.1 Discussion and consultation on the proposed change has taken place with UNISON and is attached at Annex 1.

7.2 Research has been undertaken into the approach taken by other Authorities in the Yorkshire and Humber area in respect of member involvement in appeals. The results were that there remains an even mix of member involvement and no member involvement.

7.3 Those authorities whose members are still involved will be reconsidering their relevant policies/procedures when they are due for review.

7.5 This process would not apply to the Chief Executive or to Chief Officers as they are governed by different terms and conditions and any appeal would be made in accordance with those terms and conditions applicable at the time.

8.0 REPORT DETAILS

8.1 The policy principles contained within the Disciplinary, Capability and Management of Attendance policies nor procedures have not been altered to date.

8.2 The current procedures state:-

Appeals

Appeals against dismissals will be heard by the Appeals Panel of the Policy and Resources Committee. The employee has the right to be represented at an appeal by a trade union representative or other companion.

8.3 The proposed amendment is:-

A member of CMT and a HR representative, wherever possible, who have not been involved in the disciplinary process, will hear dismissal appeals.

8.4 The reasons supporting the proposed change are:

- Guidance from ACAS which is a Crown non-departmental public body of the Government of the United Kingdom whose purpose is to improve organisations and working life through the promotion and facilitation of strong industrial relations practice is acknowledged as the 'Best Practice' approach.
- ACAS produced comprehensive accompanying guidance to the Code of Practice for Disciplinary and Grievance Procedures. This guidance is provided for employers to consider prior to revising their policies and procedures. Employment Tribunals will consider the Code of Practice as a comparator against our internal procedures should a claim be brought against the Council.
- The Code of Practice states that "the appeal should be dealt with impartially and wherever possible, by a manager who has not previously been involved in the case". When considering what should an appeals procedure contain the ACAS Guide says 'It should: wherever possible, provide for the appeal to be heard by

someone senior in authority to the person who took the disciplinary decision and, if possible, by someone who was not involved in the original meeting or decision".

- To ensure that the procedures can be carried out and acted upon promptly Appeal Hearings should be heard without unreasonable delay, and wherever possible by a manager who has not previously been involved in the case.
- There is support from Managers in the Authority for this approach.
- The constitution makes it clear that the Head of Paid Service has ultimate responsibility for the appointment and proper management of the Councils' staff and to take all actions and make all decisions not reserved to the Council relating to organisation (or any electoral) matters.
- The Head of Paid Service is ultimately responsible to agree a settlement should an application to tribunal be made subsequent to the appeal process after the Early Conciliation process has been exhausted.

9.0 IMPLICATIONS

9.1 a) Finance

There are no financial implications.

b) Legal

The principal legislation that relates to this policy is the Employment Act 2002 (Dispute Resolution Regulations 2004) and the repeal of the Statutory Dismissal Procedures (2009) and the ACAS Statutory Code of Practice 2015.

The stages of the procedures reflect the ACAS Code of Practice which has been approved by Parliament and are referred to by Employment Tribunals.

c) Environmental

No environmental issues for introducing this policy.

d) Equality Impact Assessment

All equality issues have been considered in consideration of appeals going to officers rather than Members especially in relation to the unfair dismissal and discrimination strands.

Phil Long
Corporate Director

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Background Papers:

ACAS Statutory Code of Practice on discipline and grievance 2015.

ACAS Discipline and grievances at work - The ACAS Guide 2015.



Ryedale UNISON Branch **Response to Proposed Scrapping of Elected Member Appeals Panels**

1.0 Introduction

- 1.1 On 12 August 2015 Unison branch representatives were advised verbally by the Corporate Director of a proposal to end the use of Elected Member panels for determining appeals against dismissal. The matter was discussed briefly with the Corporate Director and Human Resources Manager, by the Branch Secretary and Service Conditions Officer, on 10 September. Subsequently, on 23 September, a copy of a draft report scheduled to be taken to P&R Committee on 26 November, was provided to the branch committee.
- 1.2 On 8 October 2015 the report and UNISON's draft response were discussed at a further meeting with the Corporate Director and Human Resources Manager. It was clear following this meeting that there was fundamental disagreement on the reports recommendation to get rid of the elected members appeals panels for cases of dismissal arising under disciplinary, capability and absence management proceedings .

2.0 Comments on Report to Committee by Corporate Director

- 2.1 The Corporate Director's report sets out several reasons for recommending approval of the proposal to scrap Member Appeals Panels for appeals against dismissal and to replace them with a panel of Officers.
- 2.2 Section 8.4 of the report states that the proposed change is based on Guidance from ACAS, citing the ACAS revised statutory code (issued in 2009) as being the appropriate document to consider prior to revision of disciplinary and grievance procedures. A quote taken from the Code and included in the report states: "*the appeal should be dealt with impartially and wherever possible, by a manager who has not previously been involved in the case.*" This wrongly suggests that the involvement of Elected Members in appeals is contrary to the ACAS Code.
- 2.3 It should be noted that the Code applies to all employment sectors and the fact that the Code refers to managers and not Councillors is not significant. On 23 October 2015 the branch sought the opinion of an ACAS Conciliation Officer on this issue. The Officer, who has nearly 20 years experience in his role, expressed the view that the use of Member Appeals Panels was not in breach of the ACAS Code and said that he knew of no case where it had been deemed to be so. He was not aware of any case where the use of a Members Panel by a local authority had been challenged on such grounds. Clearly then, neither the ACAS Code or ACAS itself opposes the involvement of Elected Members appeals panels.

- 2.4 The significant part of the Management report quote from the Code is the requirement for appeals to be dealt with impartially and the desirability that this is by someone not previously involved in the case.
- 2.5 Section 5.8 of the Corporate Directors report states that "*All three policies (Disciplinary, Grievance and Absence Management) have been subject to a joint review with UNISON, though the matter of appeals being heard by Officers was not agreed with Unison.*" To clarify, this is a reference back to 2010 when the present policies were reviewed in consultation with UNISON prior to approval by Elected Members. The review was undertaken having regard to the revised ACAS Code (issued in 2009). Current policies do therefore have regard to the revised ACAS code and any suggestion that they are incompatible with the Code in respect of who deals with appeals is incorrect.
- 2.6 It is particularly significant that we have been here before. The appropriateness of Member Appeals Panels was considered by the Councils Policy and Resources Committee on 1 April 2010. A proposal to scrap the member panels for dismissal appeals was rejected by the committee. Strong support for retention of Members Appeals Panels was voiced at the meeting by Cllr. Edward Legard, who we believe was the Committee Vice-Chairman at that time. Cllr. Legard, no doubt calling upon his own professional expertise and insight as an employment law barrister with considerable experience of Employment Tribunal cases, defended the present arrangements. There have been no changes in the ACAS Code or relevant employment law since then and Cllr. Legard's views on the merits and safeguards afforded by the Members Appeals Panels should not be disregarded now.
- 2.7 Given the fact that the ACAS code has not been revised since then, there is no obligation for the Council to revisit this matter. However, if it is to be looked at again this should only be done as part of a joint review of the procedures in their entirety. This would be consistent with the principles set out in the Joint Collective Disputes Policy agreed between the Council and UNISON in 2010.
- 2.8 Section 7.3 of Corporate Directors report states that those authorities where members are still involved in appeals will be reconsidering their existing policies when they are due for review. This seems to imply that Member involvement in appeals is on borrowed time elsewhere. In fact what it really means is that if/when procedures are reviewed this aspect of the procedures will be looked at alongside all other aspects of existing procedures – that is after all what a review is. It could just as legitimately be said that those Councils that do not currently involve Members at the appeal stage will reconsider their position when their policies are reviewed. It would certainly be mistaken to believe that direct involvement of Elected Members in dismissal appeals is not common practice in local government and that it will not continue to be so. When we carried out a

'Google' search on this subject we found that the vast majority of the local authorities were using Member Panels for appeals.

- 2.9 A further reason given in the report to justify scrapping the Members Appeals Panels is the claim that this would help to ensure that procedures are carried out promptly. The implication is that having appeals heard by Elected Members causes excessive and unavoidable delay in disciplinary proceedings. Experience of recent years does not support this view. There have been some very protracted disciplinary cases at Ryedale DC in the last two years. In some cases the delays were unacceptably long. For example, in one case there was a delay of over 5 weeks following the occurrence of the incident giving rise to disciplinary action before an investigatory interview took place. There was then a further delay of 12 weeks before a disciplinary hearing was held, in total 17 weeks passed between the incident and the disciplinary hearing. In another case the delay between the incident and disciplinary hearing was 15 weeks.
- 2.10 The delays in both cases are attributable to management failings and there was a failure in each case to satisfy the ACAS Code in respect of employers being expected to deal with disciplinary issues promptly. The fact that in one of these cases there was then a further delay of several months before an appeal was heard by Members does not mean that Member Appeals Panels should be scrapped. Applying this logic it could be argued that management disciplinary panels should themselves be replaced by some other alternative. It is not the procedure that is the problem and in the two cases referred to it would have been possible to have a much quicker resolution without changing the procedure. The solution to undue delays is to ensure that the disciplinary procedure is managed fairly, efficiently and effectively at all stages rather than making radical changes to the procedure itself. The ACAS Code is indeed a very good basis for dealing with these matters properly. With good management there is no reason why the convening of a Members Appeal Panel cannot be undertaken in a timely manner and this is not a valid justification for scrapping the panels.
- 2.11 Even if it were envisaged that there might be a procession of employees dismissed on disciplinary/capability grounds in the coming months and years, ending the existing arrangements would not be justified. Good practices that work well should not be sacrificed simply because they are considered inconvenient.

3.0 Reasons Why UNISON Support Retention of Members Appeals Panels

- 3.1 UNISON strongly supports the involvement of Elected Members in dismissal appeal cases. We have discussed this as a branch and our views reflect those of our membership. Elected Members, who are ultimately accountable for what Ryedale DC does, have the advantage of being part of the organisation and being familiar with its values, whilst at the same time

having a significant degree of independence and detachment from day to day personnel matters. They are we believe better placed than managers, particularly in a small authority such as Ryedale, to ensure objective consideration of dismissal appeal cases. Their involvement gives a valued degree of integrity to the procedures and reassurance of fairness to staff.

- 3.2 We feel that retention of provision for the involvement of Elected Members in dismissal cases is particularly important because of the nature of this organisation. Ryedale DC is a small authority (smaller than it was in 2010 when members rejected similar proposals). Inevitably, members of a small, close knit management team will be familiar with each other. It is hard to envisage that the critical requirement for appeals to be dealt with impartially and by a manager or managers with no previous involvement or detailed knowledge of a case would be practicable. This would make the process unfair. Fairness and the perception of fairness are vital in these proceedings and the proposed change will remove this from the process.
- 3.3 The proposed change provides no safeguards to deal with a situation arising where prior involvement of both the Chief Executive and Corporate Director in a case renders the involvement of either of them in the appeal unfair. Notwithstanding the small number of member appeals there have been (less than 5 in the last six years) there was at least one case amongst these where this would have been a serious problem.
- 3.4 It is of course management's job to manage but managers should not be above the accountability and scrutiny that the current arrangements provide, particularly in view of the serious consequences of dismissal for employees, and potentially Ryedale District Council itself – in terms of reputation and costs that may arise as a result of any Employment Tribunal cases lodged.
- 3.5 In some cases dismissal may be unavoidable, that is not the basis of our objection, but we feel that it is vital that in all cases of dismissal management is accountable and decisions to dismiss employees are subject to appropriate scrutiny. We believe that the provision for a Members Appeal Panel does in itself give management cause to reflect very carefully in reaching decisions in cases where dismissal is being considered.
- 3.6 There is a suspicion amongst the workforce that removing the stage where management can be held accountable to elected members could encourage a more trigger happy approach by management. It would be perceived as a change intended to make it easier to dismiss employees. We think that the provision for member involvement in dismissal cases acts as an incentive for management to do its job in a scrupulous manner.
- 3.7 The Chief Executive has statutory responsibility for staff appointments and management, and as the disciplinary procedure states, disciplinary action is taken by the Chief Executive or her/his representative. This is a lot of power for one person to hold. It would not be in the interests of the Council to

eliminate the means by which, in relation to more serious disciplinary cases and cases of dismissal on capability and absence management grounds, this power can be held to account.

- 3.8 This proposal in effect says that Elected Members are not suitable for the task of hearing appeals. If Elected Members themselves agree to it and it is adopted then what will be missing in future is any provision for impartial internal scrutiny of employee dismissals.

4.0 Conclusions

- 4.1 The present arrangements for appeals have worked well for many years.
- 4.2 The current appeals procedures are compliant with the ACAS Code and are widely favoured by the workforce.
- 4.3 The procedures were reviewed in 2010 and Elected Members rejected a similar proposal then.
- 4.4 The proposed change is unnecessary. It would increase substantially the risk of breaches of the ACAS Code and in our view render the Councils procedures unfair. This would raise the prospect of dispute and increase the chances of dismissal cases ending up in the court system with consequential reputational and financial cost to the Council.
- 4.5 Most local authorities have procedures that involve elected members in appeals against dismissal and this will continue to be the case.
- 4.6 The reasons put forward to justify the proposal (the ACAS Code and to speed up proceedings) do not stand up to scrutiny.
- 4.7 Retention of the existing arrangements will help to ensure that employees have confidence that management is accountable for actions taken in relation to serious cases concerning matters of discipline, capability and attendance. This will provide assurance to the workforce that if they or any of their colleagues find themselves the subject of such proceedings they will be dealt with in a fair and objective manner.

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Management Comments To UNISON Response Regarding the Report Entitled Member Involvement in Appeal Panels

1.1 No comment

2.1 No Comment

2.2 It is not suggesting that involvement of Elected Members in appeals is contrary to the ACAS Code. Section 8.4 of the report is clarifying the guidelines from ACAS. ACAS is governed by an Independent Council, including representatives of employer and employee organisations and employment experts and therefore offer and provides free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. RDC have and do endorse the Code of Practice at all times to ensure compliance and the ACAS guidance endorses senior manager involvement. It does not reference Elected Members as ACAS supports a broad spectrum of employers. *The NJC for Local Government Services, National Agreement on Pay and Conditions of Service states in Part 2 17.1 " Disciplinary Procedures - The employing Authority should ensure that all employees are aware of the disciplinary rules and procedures that apply. All employees should also be aware to whom they can apply if they are dissatisfied with any disciplinary decision. These procedures should accord with legal requirements and with the ACAS Code of Practice and guidance."*

2.3 RDC is not indicating there has been any breach now or at any time at all. The report is intending to respond to the request from Elected Members as stated in the main body of the report. As referred to in 2.2 it is recognised that ACAS does not make any reference to Elected Members. Council's are able to undertake their own decision making process to determine how appeals are heard.

2.4 No Comment

2.5 There is no suggestion that the policies are incompatible with the ACAS code, the request from Elected Members is being responded to and it is seen as an opportunity to modernise the approach whilst remaining in line with ACAS guidance.

2.6 Mr. Edward Legard is no longer an Elected Member. A current Elected Member has raised this matter and it will be for the relevant committee(s) to make the decision. The outcome from P & R refers as follows: **Sub Committee – Appeals Panel**

That Councillors Farnell, Keal and Oxley be appointed the interim, pending officers bringing a report back to Policy and Resources Committee, following consultation with Unison regarding revision of the disciplinary policy. The report is to consider the Head of Paid Service or a nominated Senior Management representative being the final stage of the appeals process, in all cases, except where the Head of Paid Service or nominated representative have previously been involved in a case.

2.7 Management can review a policy and procedure when it is appropriate to do so to update or keep in line with ACAS guidance, or changes in employment law and legislation. This report is following an Elected Member request. Consultation has been undertaken with Unison. There are no collective disputes to consider. There is not a need to look at the procedures in their entirety at this stage and this is not what the Elected Member has requested. See also 2.6 above.

2.8 Intelligence from the Yorkshire and Humber region indicate the current split is around 50:50 and that to modernise approaches and seek a more efficient practice the remaining

authority's are looking to propose removal of Elected Member Appeal Panels at the time of reviewing their procedures when seeking efficiencies in their business model. See also 2.6 above.

2.9 Management have not said in the report that such an approach would help ensure that procedures are carried out promptly. There have been sensitive and extenuating circumstances relating to such matters in the past which had an impact upon being able to process a hearing/appeal in a more timely way. The matter in question here is regarding the appeal process. Any modernisation of approach can only be viewed constructively.

2.10 The report is regarding appeals, and who hears. There have only been a very small number of appeals and convening an appeal is involved and multifaceted. In undertaking appeals with officers they can have access to regular training and development to ensure they are fully up to date in employment relations matters whilst being accountable and open to scrutiny. The Elected Member request continues to support natural justice, reasonableness and fairness by officers operating under the code of conduct.

2.11 There has not been and it is not envisaged there will be a 'procession of employees dismissed on disciplinary/capability grounds' and to imply so gives a poor impression of how Unison perceive standards of performance with employees. Further, there has never been any indication that an appeal process is 'inconvenient' - an appeal is a part of natural justice, is referenced in ACAS guidance, is a requirement in employment law terms and affords best practice - for Unison to say this otherwise is extraordinary and would seem to go against the 'Collective dispute' approach which was referred to earlier. There is an ideal opportunity to refresh processes and enhance best practice.

3.1 Any insinuation managers do not act with integrity is refuted. Managers act with fairness and objectivity given they are representing the Council in their decision making. Managers are comfortable with the proposal of undertaking appeal hearings and as in their day to day service requirements are fair and objective. It would be viewed that given the report is based on Elected Member request - Elected Members have every confidence in Officers undertaking the appeal process. All Officers must adhere to the Code of Conduct and reference is made to section 4.16.1 *It is important that local government Officers are exemplary in their conduct at work.*

3.2 Fairness, equality and confidentiality is crucial in all employee relations matters. To have any appeals heard by Officers keeps sensitive matters contained and any bundles of documents that need to be shared are retained at Ryedale House, securely, so reducing the risk of personal data being lost etc. It is refuted that managers would not be impartial and the Code of Conduct underpins expected standards of behaviour.

3.3 There have been no problems with hearings and appeals to date. This is speculation from Unison and an attempt to detract from the request from Elected Members. If we consider any small business where the Manager may hear the case and also undertakes the appeal - an Employment Tribunal would not deem this to be unfair. ACAS advise as per 8.4 in the main body of the report and such an approach is not unfair.

3.4 In supporting the request of Elected Members this is not taking away any accountability and scrutiny. Members have trust and confidence in Officers otherwise they would not be requesting this approach.

3.5 All employee relations matters are carefully considered and an appropriate measured approach is taken in light of the nature of the concern. Each case is considered on its own merit and any outcome taken is based 'on the balance of probabilities' from a robust administration process along with evidence and information provided at the time.

Under the Council procedure and under general expectations in employment law an employee subject to a disciplinary sanction is entitled to an appeal to another person or body separate from the person or body that made the original decision. 3.4 also applies.

3.6 The time and resource that all managers input to ensuring a high quality and proficient standard of performance is achieved for cost effective service delivery and customer satisfaction is being questioned here and to imply a 'trigger happy approach' is a sad reflection of Unisons opinion of managers. There is no evidence nor is it justifiable to say that 'member involvement is an incentive for management to do its job in a scrupulous manner'.

3.7 This is fact the Chief Executive is Head of Paid Service. Along with the Corporate Director they are Elected Member appointments. The constitution details "The Chief Executive has overall corporate management and operational responsibility (including overall management responsibility for all officers)", and "together with the Corporate Director they contribute to the corporate management of the Council through membership of the Management Team". hence they are correctly placed to hear appeals.

3.8 This is refuted - and reference is made to the P & R minute as follows:
Sub Committee – Appeals Panel

That Councillors Farnell, Keal and Oxley be appointed the interim, pending officers bringing a report back to Policy and Resources Committee, following consultation with Unison regarding revision of the disciplinary policy. The report is to consider the Head of Paid Service or a nominated Senior Management representative being the final stage of the appeals process, in all cases, except where the Head of Paid Service or nominated representative have previously been involved in a case.

4.0 Conclusions

4.1 The present arrangements have not been reviewed since 2010 and need to be updated.

4.2 The request for a review has been generated by Elected Members and is timely following 2010. The term 'favoured' is not in any ACAS guidance. The request from Elected members is compliant with the ACAS code.

4.3 There is a different set of Elected Members. There is a need for a more modern approach to appeals and managers are better placed to undertake this role. This report has come as a request from a different set of Elected Members.

4.4 The proposed change is valuable in modernising approaches. There is no additional risk to any breaches of the ACAS code or employment law matters and does not render the Council's procedures unfair.

4.5 In the Yorkshire and Humber region, this is not the case and for other Authorities there is the intention to review as when policy and procedures and being refreshed. Locally, Selby do not have appeals going to Members. NYCC have appeals including dismissal appeals chaired by an officer of appropriate seniority and not an Elected member.

4.6 It has not been suggested anywhere in the report that the proposal is justified through the ACAS code or will speed up proceedings. This is as a result of Elected Member request and is viewed as an opportunity to modernise the process and enable a more efficient and economic approach and does stand up to scrutiny.

4.7 At the request of Elected Members the change to the appeal process will still continue to ensure a fair and objective approach whilst maintaining confidentiality and security of sensitive and personal data/information at all times. Any suggestion that such matters undertaken by managers would not be dealt with fairly is unjust and unmerited.

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