

# 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.



## 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).

## Council Priorities 2015-20

### 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:

- 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.
- 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	
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.						
✓	↑	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	
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.						
✓	↓	FP 7	Net additional homes provided			
Current Value		245	2015/16	Current Target	200	2014/15
The target of 200 is the LDF plan requirement. 261 net additional homes were provided in 2014/15						
✓	↓	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%
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%						
✓	↑	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
National maximum allowable is 6 weeks.						
✓	↓	HS 5	Number of Homeless Applications			
Current Value		37	2015/16	Current Target	54	Total number of applications for 2014/15 = 30
There were 37 homeless applications received in 2015/16.						

		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 was 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"> <li>15/16 45.8% (first full year charging for garden waste)</li> <li>14/15 48% (Part year charging for garden waste collection)</li> <li>13/14 53% (no charge for garden waste collection)</li> </ul> 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







# Council Priorities 2015-20

## 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
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. 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. Yorkshire average was 34.1% and the England result was 35.8%						

#### 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](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 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

### 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