

The Report of the Executive

The Executive met on Tuesday, 19 February 2008. Present:- County Councillor John Weighell in the Chair. County Councillors John Fort BEM, Carl Les, Chris Metcalfe, Caroline Patmore, John Watson OBE and Clare Wood.

Also in attendance: County Councillors John Blackburn, Eric Broadbent, Margaret-Ann de Coursey-Bayley, Heather Garnett, Paul Richardson and John Savage.

The Executive met on Tuesday, 4 March 2008. Present:- County Councillor Chris Metcalfe in the Chair. County Councillors John Fort BEM, Carl Les, Caroline Patmore, Helen Swiers and John Watson OBE.

Also in attendance: County Councillors John Blackburn and Melva Steckles.

The Executive met on Tuesday, 25 March 2008. Present:- County Councillor Chris Metcalfe in the Chair. County Councillors John Fort BEM, Carl Les, Caroline Patmore, Helen Swiers, John Watson OBE and Clare Wood.

Also in attendance: County Councillors Tony Hall, Robert Heseltine, Gillian Ivey and Michael Knaggs.

The Executive met on Tuesday, 15 April 2008. Present:- County Councillor John Weighell in the Chair. County Councillors John Fort BEM, Carl Les, Chris Metcalfe, Caroline Patmore, John Watson OBE and Clare Wood.

Also in attendance: County Councillor Ron Haigh.

The Executive met on Tuesday, 6 May 2008. Present:- County Councillor John Weighell in the Chair. County Councillors John Fort BEM, Carl Les, Chris Metcalfe, Caroline Patmore, Helen Swiers and Clare Wood.

Also in attendance: County Councillors William F Barton OBE and Michael Knaggs.

1. Council Plan 2008/11: The text for the Council Plan for 2008/11 is attached as Appendix 1 to the report and is recommended for approval. The text of the Plan is not radically different from the Council Plan in the previous year, following the review, last year, which led to a more succinct and user-friendly document. The financial information included in it will be familiar to Members as part of the County Council's Budget. Once the text has the approval of the County Council, it will be going to designers for layout to be agreed and for photographs to be inserted, with the expectation that formal printed copies will be available by the end of June.

The Executive RECOMMENDS:

That the draft Council Plan 2008/11, a copy of the text of which is attached marked Appendix 1, be approved.

2. Sustainable Community Strategy for North Yorkshire 2008/18: The Local Government and Public Involvement in Health Act 2007 requires local authorities to consult and seek the participation of partners in the development and subsequent modification of the Sustainable Community Strategy (SCS) for their area, which replaces the existing Community Strategy. The change of terminology emphasises that sustainability should be at the heart of decisions taken on the content of the strategy.

The purpose of a SCS is to set the overall strategic direction and long-term vision for the economic, social and environmental well-being of a local area - typically 10-20 years - in a way that contributes to sustainable development in the UK. It should tell the 'story of the place' - the distinctive vision and ambition of the area, backed by clear evidence and analysis. It should also provide a vehicle for considering and deciding how to address difficult and cross cutting issues such as the economic direction of an area, cohesion, social exclusion and climate change. It should contain:

- The long-term vision based firmly on local needs - underpinned by a shared evidence base informed by community aspirations.
- Key priorities for the local area, based upon this vision which may realistically be achieved in the medium term - these will inform the strategy's delivery agreement - the Local Area Agreement (LAA).

The SCS is a key building block for the Local Area Agreement (LAA) and the priorities in the SCS will guide the selection of the indicators to be included in the LAA. Once prepared, the SCS must be agreed at full Council in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000.

The County Council has worked through the North Yorkshire Strategic Partnership (NYSP) to develop the proposed SCS for North Yorkshire. The process has actively involved the seven district-level Local Strategic Partnerships (LSPs), the six county-wide NYSP Thematic Partnerships (TPs), and many local partners.

The proposed SCS is a refresh of the first NYSP Community Strategy (2005/08). In developing the proposed SCS, partners did not want the NYSP simply to replicate the seven existing district-level sustainable community strategies developed by LSPs, or the existing plans of the six county-wide TPs. Instead, it was agreed that the focus should be on the high level issues, or priorities that need to be addressed in North Yorkshire over the next three years, that require an effective partnership response. The proposed SCS does not contain details of the specific actions and outcomes as these will be in the North Yorkshire LAA.

Development of the proposed SCS started in July 2007 when partners were asked to identify high level issues that need to be addressed, over the medium to long term, to help secure the quality of life for our communities. These are cross cutting issues that depend on an effective partnership response if they are to be tackled. The outcomes were shared with the NYSP Wider Partnership, at its conference in October 2007, and further refined as a result. A detailed evidence base was also developed focusing on the identified high level issues.

The consultation draft SCS was prepared, based on the views of partners, the discussions at the NYSP Wider Partnership, and the evidence base. This was widely circulated to partners directly and via the LSPs and TPs, and published on the NYSP website, in early January 2008, with comments requested by 22 February 2008. In total, 44 organisations or partnerships responded to the consultation. Many of the comments and changes suggested by partners were incorporated into the revised draft SCS.

The revised draft SCS was considered at the first meeting of the NYSP Partnership on 13 March 2008. The NYSP Partnership comprises representatives of about 60 organisations, including all partners with a statutory duty to cooperate in the development of the LAA, together with others identified as important locally, for example LSPs and representatives of the business and voluntary sectors. The NYSP Partnership voted on the proposed SCS, with an overwhelming majority in favour of its adoption.

The proposed SCS, attached as Appendix 2 to the report, sets out the collective vision: "North Yorkshire - a place of equal opportunity where all can develop their full potential, participate in a flourishing economy, live and thrive in secure communities, see their high-quality environment and cultural assets maintained and enhanced and receive effective support when they need it." The proposed SCS also sets out the ten priorities identified by partners as the most important issues for the County in the medium term, that depend on an effective partnership response and joint working if they are to be tackled effectively:

- Access to services and public transport
- Affordable housing
- Alcohol
- Children and young people
- Community cohesion
- Community safety
- Economy and enterprise
- Environment
- Health and wellbeing
- Older people

The proposed SCS identifies four cross cutting actions that need to be taken into account when tackling each of the priorities:

- Enable equality and access to services
- Look at the bigger picture
- Involve local third sector organisations in the planning and delivery of public services
- Invest now for a better future

The proposed SCS does not contain details of specific actions or outcomes. Many of these will be in the North Yorkshire LAA. After adoption by the County Council, the SCS will be published alongside the LAA. The NYSP will have a key role in ensuring that progress is monitored and that the SCS is reviewed as required.

The Executive RECOMMENDS:

- (i) That the proposed Sustainable Community Strategy for North Yorkshire 2008/18, attached as Appendix 2 to the report, be adopted.
- (ii) That Article 4 of the Council's Constitution be amended to refer to "Sustainable Community strategy" rather than "Community Strategy".

3. **Draft Local Area Agreement:** The new statutory duty to prepare a LAA applies to county and unitary councils, which must:

- Establish, before negotiations begin, a clear process and timetable which is understood by all partners, so that they feel they have sufficient opportunity to influence the outcome.
- Have regard to their Sustainable Community Strategy ("SCS") and any Secretary of State guidance when preparing the LAA.
- Consult and co-operate with other relevant organisations and local residents, together with neighbouring local authorities, where there are cross-boundary issues.
- Work through the Local Strategic Partnership ("LSP") and its thematic partnerships to agree collectively a shared set of priorities.
- Work with partner authorities to determine which partners will be helping to deliver each target and how each target is drafted.
- Formally approve the LAA or delegate power to approve it to the Council's Executive prior to submitting it to the Secretary of State.
- Publish information about the LAA, including the targets and relevant partners, and publish updated information whenever any modification is made to the LAA.

Local authorities and their partners should view the LAA as an opportunity to present to local citizens a clear statement of how the partners are going to tackle and measure progress against the identified targets.

The first round of LAAs between the Government, local authorities and their partners were brought forward in three tranches over three years. North Yorkshire's current LAA was in the third tranche and runs from April 2007 to March 2010. The 19 'stretch' targets included in the current agreement have a particular importance and their achievement in full will provide up to £16m reward grant at the end of the agreement at 31 March 2010. These targets are to be carried forward into NYLAA2 (1 April 2008 to 31 March 2011) under the terms that currently apply. So, if the targets are achieved in full, the reward grant will be paid after 31 March 2010. The reward grant in respect of targets in the new agreement has yet to be determined.

Progress against the targets in the LAA is monitored quarterly by the six Thematic Partnerships of the North Yorkshire Strategic Partnership ("NYSP"), the County level LSP,

and by the NYSP Executive. GOYH requires a progress report at six monthly intervals and it accepted the report as submitted to the LAA Management Group/NYSP Steering Group, on 13 December 2007, for the period 1 April 2007 to 30 September 2007. GOYH will accept the end of year report to be presented to the NYSP Executive as its end of year report. NYLAA1 comprises over 100 principal indicators but many are sub-divided/dis-aggregated. So the total number of indicators is 156, each with targets.

The Local Government and Public Involvement in Health Act 2007 has revamped the Local Area Agreement framework, putting it on a statutory footing, linked to the Comprehensive Spending Review (CSR07), the new Public Service Agreements (PSAs) and the National Indicator Set (NIS) for local authorities and their partners. All top tier and unitary authorities have to work with their partners to produce a new LAA, under the new framework, to run from April 2008 to March 2011, in line with the three years of CSR07. The NYLAA2 is based on the priorities within the SCS and translates these into targets to secure improvements over the three years of the Agreement.

The draft Agreement contains 32 designated indicators, drawn from the National Indicator Set, 16 statutory education and early years indicators and 25 local non-designated indicators, 24 of which are carried forward from the current LAA. Local partners have committed themselves to delivering the targets set for these indicators and will be under the new duty to co-operate in doing so.

Targets are being negotiated with Government Office for the 32 designated indicators. The County Council sets its own targets for the local indicators.

The draft LAA was approved by the NYSP Partnership on 13 March 2008 and the Association of North Yorkshire Councils, at its meeting on 30 April 2008, recommended it for approval.

After approval by the County Council the final draft LAA, including all targets, will be submitted to Government Office. In June Government Office Regional Directors will make recommendations to central government; which will be followed by Ministerial sign off.

Although the LAA is being developed through the NYSP, regulations require that the preparation and submission of a final draft LAA have to be approved either by full Council or the Executive before being formally signed off by Ministers. It is a local choice matter as to where responsibility for LAA functions should lie within the authority. The draft LAA is presented to the County Council for approval at this meeting but, as the LAA is about the delivery of targets relating to the SCS, which forms part of the Policy Framework already approved by full Council, and as the LAA is able to be modified during its term, it is proposed that, in future, all functions relating to the LAA (including approval and modification of it) should be Executive functions. This would require the amendment of the Council's Constitution by the inclusion of the relevant wording at the end of the Table of Local Choice Functions at paragraph 4 of Part 3 of the Constitution.

The Executive RECOMMENDS:

- (i) That the draft North Yorkshire Local Area Agreement 2, attached as Appendix 3 to the report, be approved;
- (ii) That all functions relating to the Local Area Agreement (including approval and modification of it) be Executive functions; and that the Council's Constitution be amended to make clear that functions under Sections 106, 110, 111 and 113 of the Local Government and Public Involvement in Health Act 2007, relating to Local Area Agreements, is an Executive function.

4. **Appointments to Committees and Outside Bodies:** Nominations have been received to fill the two parent governor representative vacancies on the Young People Overview and Scrutiny Committee and recommendations for those appointments are set out below, together with the usual recommendation that any proposal for changes to Memberships or substitute memberships of Committees, or other bodies to which the County Council make appointments, put forward by the relevant political group, at or before the meeting of the Council, be approved.

The County Council has now been invited to appoint a representative on the Robin Hood Airport Consultative Committee and that appointment has been made by the Executive, which recommends that appointments to that Committee be added to Part 1 of Schedule 5 to the Constitution. The Executive has also appointed Members to the Management Committees of Pupil Referral Units but, recognising that these are similar to appointments of local authority members to school governing bodies, recommends that the power to make future appointments be delegated to the Corporate Director – Children and Young Peoples Service, on the nomination of the political group to whom the right of nomination has been allocated, and that that power be added to paragraph 4.2(c) of Schedule 4 to the Constitution.

The Executive RECOMMENDS:

- (i) That Mrs Suzanne Morris (a parent governor at King James School, Knaresborough) and Dr. Patricia Stowell (a parent governor at Western Primary School, Harrogate) be appointed to the Young People Overview and Scrutiny Committee as parent governor representatives.
- (ii) That any proposals for changes to memberships or substitute memberships of Committees, or other bodies to which the County Council make appointments, put forward by the relevant political group, at or before the meeting of the Council, be approved.
- (iii) That the appointment of a representative to the Robin Airport Consultative Committee, by the Executive, be added to Part 1 of Schedule 5 to the Constitution.

- (iv) That the appointment of local authority Members to the Management Committees of Pupil Referral Units on the nomination of the political group to whom the right of nomination has been allocated, be delegated to the Corporate Director – Children and Young Peoples Service and be added to paragraph 4.2(c) of Schedule 4 to the Constitution.

CHRIS METCALFE

Chairman, 4 and 25 March 2008

JOHN WEIGHELL

Chairman

County Hall,
NORTHALLERTON.

13 May, 2008

Appendix 1 – Executive Report to Council

COUNCIL PLAN

2008 - 11

A responsive County Council providing excellent and efficient local services

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Best Value Performance Indicators

An annex to this document, 'Best Value Performance Indicators 2007-08', gives information on the County Council's performance, as measured by the Best Value Performance Indicators. This is available from Cathrine Hall, County Hall, Northallerton, DL7 8AD, telephone 0845 8 72 73 74, email cathrine.hall@northyorks.gov.uk, or on the County Council's website www.northyorks.gov.uk

Alternative formats

We can provide this document in alternative formats on request. Please contact Ann Ingram at North Yorkshire County Council, County Hall, Northallerton, North Yorkshire, DL7 8AD.

Inne formaty

Na życzenie możemy udostępnić ten dokument w innym formacie. Prosimy o kontakt z Ann Ingram w biurze władz lokalnych: North Yorkshire County Council, County Hall, Northallerton, North Yorkshire, DL7 8AD.

Telephone: 0845 8 72 73 74 email: ann.ingram@northyorks.gov.uk

Statement on contracts

We hereby state and certify that all contracts awarded during the past year which involved a transfer of staff, comply with the requirements in the code of practice on workforce matters in local authority service contracts.

Foreword

This plan sets out the County Council's vision for North Yorkshire and our aims and objectives up to 2011. Its purpose is to explain our main priorities, how our work is paid for and how we are performing against key targets.

The County Council continued to make good progress in 2007-08. The Audit Commission rated us a 4 star authority and improving well, with an extensive range of significant achievements:

- Children's services perform well with good or outstanding outcomes across all priorities and significant progress in improving children's social services.
- Adult Social Care Services continues to show major improvements and is delivering good outcomes for the community by helping more older and disabled people to live independently in their own homes. It is doing this by increasing the number of schemes in the community such as extra care housing, telecare and working with voluntary organisations to help people inappropriately going into care homes or hospitals.
- Our Strategic Commissioning Plan, in response to the 2006 Health and Social Care White Paper, has received national recognition by the Department of Health.
- Our progress in addressing the needs of 'hard to reach' groups has been good.
- Our performance is good in waste management, access to services, community safety, and services for children and young people.
- Environmental Services and the County Council's Local Transport Plan (LTP) are both recognised as excellent by the Government. The achievements of the County Council have also been recognised in its designation as an LTP Centre of Excellence.
- Good progress continues to be made in conjunction with the 95 Alive Partnership in combating road casualties.
- Our performance in recycling and composting is above target and improving well; it is expected to be marginally below 40% in 2007/08 (an increase of about 10% in two years).
- Our continued focus on value for money enables us to sustain a high level of service performance with comparatively low costs.
- We have successfully used the opportunities presented by the negotiation of the new Local Area Agreement (LAA) to translate the priorities in the Sustainable Community Strategy into clear action plans.
- Our focus on social inclusion has produced clear benefits for disadvantaged groups.
- We have a strong planning framework, corporately and in partnership with other agencies across the County, based on stronger partnership working.
- We have been successful in our application for Big Lottery Funding to develop a state of the art library service in Harrogate. This will develop a ground breaking model for the way in which we will develop future library services in our local communities.

It is very satisfying to have our efforts recognised in this way. But nothing stands still. Service needs change, challenges to improvement arise in all kinds of ways and we must maintain our focus if we are to maintain and improve these standards and this progress.

This plan sets out how we intend to maintain progress. So this is an important document for anyone wanting to know what the County Council plans to do for the people of North Yorkshire. We hope you will find it useful and interesting.

John Weighell
Leader of the Council

John Marsden
Chief Executive

North Yorkshire

Introduction

North Yorkshire is England's largest county stretching from Scarborough on the North Sea coast to Bentham in the West, and from the edge of Teesside to south of the M62. It is very diverse socially, geographically and economically. It offers a high quality of life to many but is still a low wage economy, with pockets of serious urban disadvantage and extensive but scattered rural deprivation. Size and diversity constantly shape our responses to improving delivery of public services.

North Yorkshire – our people

With a population of 591,600 across over 3,000 square miles, the County is sparsely populated. The population is increasing and getting older. By 2019 the number of people who are 65 and over will increase from about 111,700 to about 155,500. This represents just over 24% of the total population. By contrast, young people under 18 account for only 21% of the population.

Although 21% of people live in the two major urban centres - Harrogate and Scarborough, four fifths of North Yorkshire is defined as "super sparse" with fewer than 0.5 people per hectare. Most people live in one of the 28 small market towns and the many small villages and hamlets. This often makes service delivery more difficult and costly, particularly for elderly or disabled people living in rural areas. There are fewer facilities for young people in our rural areas than for their urban counterparts.

The 2001 Census of Population showed that just under 99% of the County's population were white British, with black and ethnic minority (BME) groups making up just 1.1% of the total, although recent in-migration from Eastern Europe is changing this. This and the sparsity of the County can exacerbate issues such as isolation and exclusion from services. The County Council celebrates the diversity of our communities and we are aware of our responsibilities to reach all people who need services.

The population increases substantially through tourism from Easter through to October and we are making efforts to lengthen the tourism season. It is important to us to serve visitors well. Competition for housing from second homeowners and the tourism sector means that affordable housing is a major challenge.

North Yorkshire – geography and heritage

The County includes:-

- two of England's nine national parks;

- a stunning heritage coast;
- two designated areas of outstanding natural beauty and part of a third;
- 244 sites of special scientific interest;
- over 12,000 listed buildings and many thousands more monuments and archaeological sites, including Fountains Abbey, a world heritage site;
- thriving market towns and isolated rural uplands; and
- a population which places a high value on independence, determination, resourcefulness and a strong sense of community.

The combination of large upland water catchments and extensive flood plains makes the County particularly vulnerable to flooding in parts.

The size of North Yorkshire brings challenges in service delivery. Services must be customised to local need and circumstance and made as local as possible. A good example of this is in Children's and Young People's services where the County has 85 schools with fewer than 50 pupils and 180 schools with fewer than 100 pupils. These small schools avoid longer journeys for young children, but they do have to be supported by more funding to match their higher unit costs. We spent £21.4m on home-to-school transport in 2007-08; this is mainly due to the rural nature of the County.

North Yorkshire - the economy

The economy is also very varied. Generally, unemployment is low and labour market participation rates high. Small businesses dominate with 85% of businesses employing between 1 and 10 people. There are high levels of self employment. In the private sector, tourism (around 12% of the workforce) and agriculture (around 3%) are very significant - particularly in the rural uplands where they account for as much as 50% of the workforce. Further diversification and tourism development remains a priority, especially for the North Yorkshire coast which suffers additionally from remoteness from the principal north-south communications routes. The power stations at Drax and Eggborough generate 9% of English electricity.

To remain prosperous, the County has to adjust from traditional to new business sectors. This means working closely with Yorkshire Forward, City of York Council, district and borough councils and businesses to encourage new investment. It has also been critically important to continue to extend and improve the broadband infrastructure in North Yorkshire to help maintain and develop business efficiency and competitiveness.

The Government has recently re-emphasised the importance of the Creative Industries Sector to the economy of the country. In North Yorkshire an independent study carried out in 2006 identified a fast-growing sector that employs 11,600 people and has a particular impact on the rural economy. The study concluded that the sector has the potential to play a key role in developing a sustainable knowledge-based economy and re-branding the sub-region as a cultural tourism destination.

Our vision and objectives

For our vision and objectives we start with the views of our communities. As explained below, we have a great deal of information about our communities' priorities, from on-going consultations and those of partners. This information was used to develop our vision:

'A County which provides opportunity, independence and security for all.'

Our economy, our schools, our transport system, our heritage, our strong communities and our countryside all ensure that life in North Yorkshire provides us with a wealth of opportunities. These same things help us to live independent and fulfilled lives, though some of us may need special support to help overcome personal difficulties. Being secure means economic as well as personal security and freedom from fear of crime.

The County Council aims to provide excellent and efficient local services that support this vision, enabling everyone to fulfil their potential. Our objectives make clearer the kinds of things we need to focus on:

Our objectives

- **Security for all** – by promoting safe, healthy and sustainable communities.
- **Growing up prepared for the future** – through good education and care and protection when it is needed.
- **Independence** – through employment, opportunity and appropriate support for those that need it.
- **Ensuring good access for all** – with good roads and a safe and reliable transport system, as well as providing new ways to interact with, and contact, the services needed.
- **Strengthening our economy** – by supporting business, developing our infrastructure, investing in powerful telecommunications and helping people improve their skills.
- **Looking after our heritage and our environment** – in our countryside and our towns and villages, for all to enjoy.
- **Keeping in touch** – by listening to your views, engaging with you to meet your needs and by letting you know what we are doing.

What are our priorities?

Our vision and objectives are ongoing intentions against which the County Council continues to deliver services. However, over the coming year, there are a number of specific priorities on which we will focus our efforts. In putting together these priorities we have considered the Sustainable Community Strategy, the results of our recent Comprehensive Performance Assessment (CPA) and annual service assessments, the Annual Audit and Inspection Letter which we receive from the Audit Commission, and, importantly, we have talked and listened to communities in North Yorkshire through recent consultation events. Looking at each of these information sources we can identify issues that relate to both frontline service delivery as well as to how we manage ourselves as an organisation.

The Sustainable Community Strategy

The North Yorkshire Strategic Partnership (NYSP) is a partnership of public sector, private sector and voluntary sector organisations which have come together to plan how they can work better together to meet the needs of North Yorkshire's communities. Drawing on the district level Local Strategic Partnerships community strategies, the NYSP has developed a Sustainable Community Strategy which sets out what the partners will seek to deliver for local communities. As such, it forms an important part of the context for the County Council's corporate plan which must set out how the County Council will support the delivery of the community strategy through its own efforts and resources. It identifies ten key themes to be addressed by partners:

- **Access to services and public transport**
- **Affordable housing**
- **Alcohol - reducing the impact on crime, health and anti-social behaviour**
- **Children and young people**
- **Community cohesion – making sure that all sections of the community live and work together well**
- **Community safety**
- **Economy and enterprise**
- **Environment**
- **Health and wellbeing**
- **Older people**

Making progress in each theme is a mainstream task for many partners including the County Council. We have negotiated a new LAA between

ourselves, other local partners and central government, which outlines activity that local partners will deliver to meet local needs and priorities. The LAA is the action plan by which the Sustainable Community Strategy will be achieved.

These are shared priorities, but the County Council has a role to play in each. Therefore we will ensure that the Council Plan's vision and objectives support this strategy. The following sections set out our vision and objectives to this end.

How do the Council Plan objectives support the Sustainable Community Strategy?

The table below illustrates how the County Council objectives support the priorities of the Sustainable Community Strategy (SCS).

Council Plan objectives	SCS priorities									
	Access to services and public transport	Affordable housing	Alcohol	Children and young people	Community cohesion	Community safety	Economy and enterprise	Environment	Health and wellbeing	Older people
Security for all		✓	✓	✓	✓	✓			✓	✓
Growing up prepared for the future				✓					✓	
Independence	✓	✓							✓	✓
Ensuring good access for all	✓				✓		✓		✓	✓
Strengthening our economy		✓	✓				✓			
Looking after our heritage and our environment					✓			✓		
Keeping in touch	✓				✓					

Consultation

In recent years, the County Council and others have asked North Yorkshire's communities about their priorities. These consultations have underpinned the development of the plans of local authorities, local strategic partnerships' community strategies and the plans of other public sector bodies. Comparing community strategies around the County shows a high degree of consistency in priorities, though often worded differently. These priorities are re-expressed in the priorities of the North Yorkshire Strategic Partnership set out above, and in the County Council's priorities.

The LTP is produced following significant consultation. This includes other local authorities in and around the County, the health sector and transport operators, amongst others. In addition, there is public engagement in order to ensure that the priorities of the LTP are consistent with the aspirations of communities. This involves significant consultation with stakeholder organisations and the wider general public. Additionally, consultation is a key element in the development of Service Centre Transportation Strategies.

We have recently been checking with specific groups of people, including young people, older people, people from black and minority ethnic groups and people with learning difficulties, to see whether the priorities are right for their interests too. They have all said that these priorities are indeed right for them but have drawn attention to special issues in delivering them.

The concerns of young people are at the heart of the work we undertake to develop and deliver the Children and Young People's Plan. This plan ensures that the activities of partner agencies are properly joined-up and focussed on improving access to services and outcomes for children and young people.

Older people are especially concerned to see the commitment to supporting independence delivered – transport and social care are especially important here, as is reducing fear of crime (a very low risk area in North Yorkshire but often not seen as such) – and are concerned about withdrawal of life long learning opportunities in favour of formal certificated vocational courses.

People from minority ethnic communities also endorse our priorities although wish to see greater recognition of their specific needs. Realising these priorities for people from a minority ethnic group requires greater cultural sensitivity on the part of service providers and greater success in preventing the prejudice they can experience. Language can be the biggest barrier and we will work to address this.

People with a learning disability want to be included and involved in all parts of their community, live an active life and be able to access all services which are available, including a range of employment opportunities. Information to help them do this needs to be clear and readily available.

The County Council appreciates all of these issues. Organisations representing these groups value the opportunity to contribute to consultations and welcome being able to raise their issues and concerns. Progress is not

always as quick as we would like, sometimes because of competing priorities and sometimes because of the complexity of the issue. We will continue to seek to make progress in these areas, however, and to make sure we understand issues for these groups, as they develop, and keep them engaged in our work.

Priorities for 2008-09

Community safety: Working to reduce crime, disorder and substance misuse. The County Council is a proactive member of the locally based Crime and Disorder Reduction Partnerships (CDRPs) and the countywide Safer Communities Forum, with both elected members and officers playing active roles. The County Council is a key contributor to many of the work programmes of these partnerships, which are based on community led issues of concern. This year the County Council will focus effort across directorates on common goals and targets agreed as part of the LAA. These targets prioritise road safety, young people (as victims and offenders), domestic abuse, violent crime and persistent offenders.

In these areas the County Council will:

- work to achieve reductions in the number of killed and seriously injured, as part of the County's role in partnership with the 95 Alive road safety campaign;
- work with other agencies to keep victims of domestic abuse in their homes whilst supporting perpetrators through an intensive programme to challenge their behaviour;
- seek to maximise opportunities for all young people, in particular identifying those at risk of becoming offenders, through a range of activities and by ensuring an effective education campaign in schools on the dangers of alcohol and substance misuse.

In addition to working with partner agencies to achieve these aims, the County Council continues to deliver its own mainstream programme of services which include:

- enforcement activities to stop the availability of alcohol to children;
- the introduction and maintenance of no cold calling zones to protect the elderly and vulnerable;
- a scrutiny review examining practises to champion the welfare of children who witness domestic abuse.

Meeting the needs of minority groups, especially those black or other minority ethnic citizens and the communities they live in. We recognise that the rurality of the County can exacerbate feelings of isolation, particularly for communities which are few in number. We will support the integration of new arrivals to communities, by understanding and meeting their needs and ensuring they have access to the information they require to become active citizens. We will work with the NYSP (including the voluntary sector and other key public agencies) to harness the positive contribution all citizens can make

to the communities in which they live, whatever their background, and we will work with our partners to take a strong stand on incidents of racial harassment. Our Social Inclusion Strategy says more about these issues and about how we respond to the needs of other potentially excluded groups.

Ensuring independence, choice and quality of life for those who would be at risk of losing out without appropriate support, especially through increased use of assistive technology, support for carers, giving people more say over how their needs should be met, tackling adult abuse and improving access for disabled people. The Council's document, 'Strategic Commissioning for Independence, Wellbeing and Choice', explains more about how we will do this. The themes and actions set out in this strategy are reflected in the Government's national landmark agreement, 'Putting People First'. This signals the Government's intention to change completely how adult social care services will be delivered in the future and the Council will be taking this forward with its local partners.

The issue of unmanageable debt and financial exclusion has emerged as a major concern across the United Kingdom. The problem is of particular concern in North Yorkshire: a predominantly rural area with less support mechanisms for people living on low incomes than is available in many more urban areas. In order to tackle this we have joined forces with York Credit Union to enable people living and working in North Yorkshire to join a 'credit union', a not-for-profit alternative to banks, building societies and finance houses, allowing members to save and borrow.

Alongside other partners, the County Council has agreed to commit nearly £200k towards the cost of creating a sustainable credit union for York and North Yorkshire, via the extension of York Credit Union's arrangements to the rest of North Yorkshire.

The size of the County means that in order to ensure that the credit union will become sustainable, a five year roll out programme is envisaged. This will mean that credit union services will be rolled out to certain areas first, particularly those areas of the County where the population density is highest, and the more deprived areas. From day one, however, all areas of the County will have postal access to the credit union.

Making North Yorkshire a better place for every child: The Council will continue to support schools in improving the educational attainment of young people, but, in addition to this, our priority for 2008-09 will be to further develop preventative work with vulnerable children through local, integrated multi-agency teams. We will achieve this through the continued development of children's centres, extended services through schools, common assessment processes, and a new integrated youth support service. There will be specific focus on services for children and young people with learning difficulties or disabilities, including putting in place the additional local services promised through the Special Educational Needs/Behaviour Provision Review. Other priority areas of work include more health assessments for looked-after children, shorter waiting times for mental health services, further

improving the referral and assessment process in children's social care, reducing rates of re-offending amongst young people, increasing the number of young people participating in out-of-school and community-based activities, and extending choices for learners within education, employment and training. These priorities, and all our key objectives for improving outcomes for children and young people in North Yorkshire, can be found in the Children and Young People's Plan.

Continue to improve access to services and opportunities by supporting community transport, developing joint access centres with our partners, developing our telephone contact centre and through the newly formed company, NYnet, to improve broadband facilities for our rural communities. NYnet will not only improve access to services but will greatly strengthen the infrastructure supporting business, especially in these rural communities. The County Council's LTP will be key to these improvements, focussing, as it does, on improved transport and working with our partners to improve access to their services, too. If we are successful in our current plans, 192,000 passengers will be carried on community transport mini-buses throughout the County during 2008-09.

Continue to strengthen the economy by working with a wide range of partners to provide the right environment to stimulate business development and growth. Particular priorities will be to maximise opportunities for European funding and to agree with Yorkshire Forward the management of a programme for North Yorkshire to support the rural economy. New regional delivery structures have been put in place from April 2008 through Business Link Yorkshire to provide business information and advice. The County Council will work to ensure that the needs of North Yorkshire businesses are properly catered for. The County Council will continue to make direct investment in promoting the County to inward investors seeking to relocate from elsewhere within the UK, supporting the regeneration of market towns and developing and promoting the County's cultural and tourism sectors. A new initiative for 2008/09 will be specific funding from the County Council, along with City of York Council, Arts Council England and Yorkshire Culture, to create a specialist team to develop a sub-regional response to 'Yorkshire Gold - Opportunities from the 2012 Olympic and Paralympic Games'. This investment will begin a process of raising awareness in the sub-region of business opportunities arising from the games and beyond, and of working with businesses and organisations in the creative industry, festivals and events and outdoor adventure sectors to develop new opportunities around the London Olympics.

Continuing to develop our waste management arrangements jointly with district and borough councils and the City of York Council as part of the York and North Yorkshire Waste Management Partnership. The aim is to ensure that reuse and recycling are maximised and less waste is sent to landfill. Recycling and composting rates have improved greatly in recent years and targets have been set of 40% by 2010, 45% by 2013 and 50% by 2020. Waste produced, however, remains high and strategies are in place, not least investment in waste treatment facilities, to ensure that the County Council

does not face stringent European Union penalties for failing to divert waste away from landfill. The development of the Minerals and Waste Local Development Framework will also play a significant part in ensuring that the County is well placed in order to meet its future waste infrastructure needs. Further details on the County Council's approach to waste management can be found in the document "Let's Talk Less Rubbish" - the Municipal Waste Management Strategy for the City of York and North Yorkshire'.

Continue to strengthen our partnership working which has improved substantially over the past year, especially to support the delivery of the LAA targets, such as those relating to public health, which depend strongly on good partnership working. We will particularly ensure that we work more effectively with the district and borough councils in the County on service delivery.

Continue to improve the efficiency and effectiveness of our business processes by maximising the use of appropriate technology and increasing the efficiency of our back office functions. For example, we will, by engaging with partners, seek to maximise the use of shared services and premises and undertake a rigorous scrutiny of service areas to ensure maximum cost effectiveness of services.

Improve communication with, and involvement of, local communities and customers by working with partner organisations to ensure that we find out from people what they think of our services and how we can improve them. From April 2009, all councils will have a duty to involve their residents more in decision making and service provision and we will work to build on existing practice to ensure we are meeting that duty.

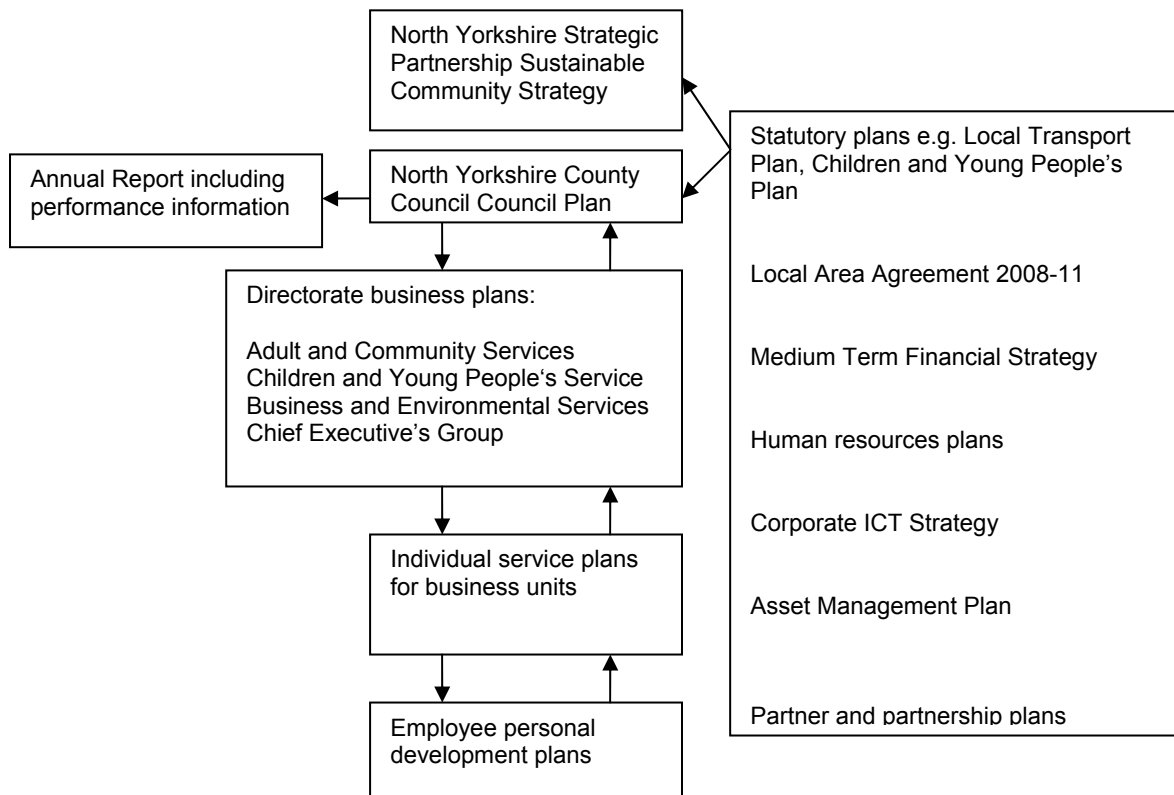
Continue to reduce carbon dioxide (CO₂) emissions from our buildings, vehicles and services. Working with the Carbon Trust we will continue to reduce energy use, increase our use of renewable energy and investigate the use of bio-fuels.

The planning framework

Corporate strategies and plans, such as the LTP and the Children and Young People's Plan, provide an overarching framework to help the development of specific action plans. They are often developed with partners, have regard to the Council Plan, and capture and represent local people's needs and requirements.

Using the strategic documents outlined in the diagram below, Service Performance Plans (SPPs) translate our vision and objectives into day to day service delivery requirements. SPPs detail how, where and when services will be provided and include service targets. These targets help ensure that the plan is delivered by providing the basis upon which annual staff appraisals and service development discussions are based.

SPPs also identify how each service is to consult with local people and partners to identify and understand how services can continue to meet their needs and requirements. Please contact the Corporate Policy Unit on 01609 532978 if you want to know more about plans for specific service areas.



Making sure we are fit for purpose

This plan sets out our ambitions and our wide ranging agenda. Its success depends on the people we employ and how well they can manage resources and give value for money. We have recently been judged to be a 4 star/Excellent authority that is improving well – but that does not mean that further work is not needed. We are striving to improve the management of the Council by investing in the following programmes:

- The **Member Development Programme** is designed to make sure that members are kept abreast of developments in local government and can develop their skills within the County Council and representing their communities.
- **Changing and improving the way we deliver services.** We are focussing on:
 - (a) delivering improved outcomes to North Yorkshire's residents;
 - (b) improving access to North Yorkshire services for residents; and
 - (c) improving the cost-effectiveness with which we deliver services.

Within this we have identified a set of core themes that will help support and underpin improvement:

- (1) Using the **Public Access Strategy**, and in particular the **34 customer service centres** that we are developing jointly with partners such as the district and borough councils to deliver information and services locally. These are located in buildings around the County such as libraries and can be used by the public to make contact with a variety of services, not just those of the County Council. We are making greater use of **e-government** (such as our more interactive website) and the telephone contact centre to improve access to, and quality of, our services.
 - (2) Improving our work processes and support to customers through the use of **Business Process Re-engineering (BPR)** – looking at how we do things, and if necessary changing, to become more efficient.
 - (3) Ensuring that the County Council makes optimal use of its property portfolio through an **accommodation review**.
 - (4) Enhancing the productiveness of our front-line professionals by making **innovative use of ICT**.
 - (5) Using a process of **workforce reform** to test how we work, where we work, when we work, and who is best equipped to do the work.
- **The People Strategy** supports the improvement of County Council services by helping employees to perform and fulfil their potential, and ensures the County Council manages its staff effectively to deliver excellent services. It outlines key work areas and timescales for the next two years covering recruitment and resourcing, learning and development, health and safety, pay and reward, and workforce changes.
 - **The E-government Strategy** aims to maximise the number of our services which can be provided electronically. This will allow greater ease of access by residents, businesses and visitors. During the past year we have completed the development of our broadband wider area network and developed a new website which provides a wide range of facilities to allow the public to do business with us electronically. Our focus now is to maintain and improve these developments, in line with the transformation agenda.
 - **The Asset Management Planning Framework** helps to ensure that we are making best use of County Council property to meet the needs of North Yorkshire's communities and identifies underused and other property that could be better used or released.
 - **The Risk Management Strategy** is the means by which we ensure that our performance plans take into account the risks that threaten service delivery. We use a systematic approach to risk assessment to improve service planning and keep down insurance and claims costs.

This has won a national award and has been highly commended for a European risk management award.

- **The Equalities Strategy** makes sure we treat everyone - both customers and staff - fairly, whoever they are. We have achieved the Commission for Racial Equality standard at level 2 and are working towards level 3.
- The **Communications and Consultation strategies** make sure that people know how and why the County Council is using their money; that staff understand our plans and priorities; and that we consult with the public and listen to what they have to say about their needs and our services, to make sure that we reach those who need our services, and improve access to those services.
- **Corporate governance and ethical standards** to maintain sound decision making. This means keeping our Constitution and other governance frameworks under review and making sure that our decision making processes conform to statutory requirements and good decision making principles. It also involves ensuring that the Council, its members and officers operate to high ethical standards, and work within a well developed ethical framework which the County Council, its lead members and officers have endorsed.
- **Working with communities.** The County Council, with district, borough, town and parish councils, must approach partnership working at different levels. Within local communities this is achieved through local councillors and by means of community groups. On district boundaries, it is achieved with district and borough councils and with the Local Strategic Partnerships. Our area committees provide an important link between the County Council and communities at district level.
- **Sustainability** is an important issue for everyone and North Yorkshire County Council is leading by example by working to ensure that our own activities have a lesser impact on the environment and by promoting sustainable measures to communities to lessen our collective impact on our environment. For example, we have recently opened an eco building using the latest technology to harness natural resources. We also have a specific programme to work with schools to ensure that school buildings are environmentally friendly and to educate children and young people on leading a more sustainable lifestyle.

The future of the County depends on the people who live here, on the communities in which we live, and on the work of the many businesses and organisations in the private, public and voluntary sectors that create jobs and provide the services we need. The Council also has a lead role in ensuring everybody works effectively together. Over the last year we have had considerable success in strengthening partnership working at County level

and it will be important that we continue to build on this success, and the good will of partners that it has engendered.

As well as how we work internally, North Yorkshire County Council works externally with a wide range of partners both within the County and beyond. Many discussions and debates take place at a regional and even national level, and North Yorkshire County Council works hard to ensure that the views and needs of the County are represented. Important policies such as the City Region issue affecting Leeds and Teesside are also important for North Yorkshire as many of our communities are strongly influenced by these large conurbations.

Paying for local services

Medium Term Financial Strategy

To deliver the Council Plan over the three years 2008-11, the Council will need to spend over £2.7 billion on revenue items (i.e. staff, materials, transport, etc) and £330m on capital investment. The County Council's annual net Revenue Budget - excluding specific grants, fees and other local income - is forecast to grow from £323m in 2008/09 to £358m by 2010/11. Approximately 70% of this is funded by council tax, the remaining 30% coming via Government grant. The purpose of the Medium Term Financial Strategy (MTFS) is to make sure that sufficient resources are in place to support the delivery of this Council Plan and to enable priorities to be achieved in line with available resources. In addition to supporting the service objectives detailed in this Plan, the objectives of the MTFS are:

- to ensure the effective use of all resources and assets (staff, buildings, etc);
- to maintain revenue balances equivalent to 2% of the net revenue budget; and
- to contain any rise in the council tax to a reasonable level.

The MTFS embraces not only the Revenue Budget and the Capital Plan but also the Treasury Management and Efficiency Plans for the County Council. In addition, it has well defined links to the Procurement, Risk Management and Corporate Governance strategies.

Whilst having a clear broad strategy for resources is essential, we also need to be able to take account of policy changes beyond the County Council's control. For example, the Government recently introduced, for the first time, grant settlements on a three year basis so that councils can now plan their budgets and set indicative Council Tax levels for the second and third years ahead, alongside the Council Tax for the next year.

Based on this greater certainty of revenue funding, the County Council was able to overhaul its MTFS and assess future spending plans in the context of their likely impact on levels of Council Tax increase.

The Government has also made clear its intention to retain the threat of capping whereby the Council Tax increase of any authority is limited to 5%. For the purposes of the MTFs, the County Council has assumed this Government policy will continue into the foreseeable future.

Finally, the Government introduced the Area Based Grant (ABG). This is, in effect, a single Block Grant that represents an amalgamation of over 20 existing and new, specific grants that the County Council can now allocate, as it sees fit, to deliver its priorities, including those included in the LAA (see pXX). For 2008/09, the ABG totals £27m and will increase to over £40m for 2009/10.

Revenue resources

Delivering the Council Plan requires some strengthening of budget provision to keep pace with Government expectations and to raise standards of delivery in previously under-funded service areas. It will also require a programme of capital investment, the financial costs of which have to be supported through revenue, both to deliver on these expectations and to modernise mainstream services in line with the County Council policies. The headline figures for the Revenue Budget in 2008/09 are shown in Table 1 on page XX. The major part of the budget is aimed at maintaining overall service standards and volumes. Roads need to be maintained, vulnerable people need to be cared for, libraries need to be stocked and managed, waste must be disposed of and although the funding of schools is now via a direct grant, the County Council still has responsibility for ensuring that school students are taught to the appropriate standards. Financial provision also needs to reflect changes in the overall volumes and demand for these different services. But some of our corporate priorities also give rise to the need to make new or additional provision to raise standards and to respond to new service developments or increased expectations. Full details are given in the published Budget Book, available on the finance section of the County Council's website www.northyorks.gov.uk/budgetandcounciltax.

In projecting the three year MTFs, the County Council has to take account of inflationary trends as well as the service pressures referred to above. Assuming that Government grant is now "fixed", the remaining key two variables are the Value for Money (VFM) savings and the level of Council Tax increase.

The balance that has been struck in the MTFs between these various items is summarised in Table 2 on page XX. This table contains three key assumptions:

- (a) That VFM savings equivalent to 3% will be made in each of the three years. This equates to approx £10m pa so that over the three years efficiency savings of over £60m will have to be achieved to "balance the books". Although the County Council is proud of its record as one of the lowest taxing and lowest spending authorities of its type, members believe that every effort must continue to be made to deliver

efficiency savings that can either offset Council Tax increases and/or be invested in services. Over £12m of the targeted saving will be achieved by reducing the current headcount of employees (excluding school related) by 9% by March 2011 (equivalent to 300 full-time employees).

Alongside plans to improve public access to services, the County Council will continue to systematically review its property requirements, extend the use of flexible working and other ICT facilities, pursue further procurement efficiencies, as well as examine key business processes to identify opportunities for streamlining and improvement.

- (b) That the level of Council Tax increase, set at 4.75% for 2008/09, has been provisionally set, for planning purposes, at a similar level for the further two years of the plan. Members have, however, reserved the right to review this in the light of any changes to the assumptions used, to calculate the figures shown in Table 2.
- (c) The single biggest service related risk embedded in the MTFs relates to the potential costs arising from the Waste Strategy. Taking into account the impact of the annual increase in Landfill Tax (£1.8m) and potential landfill penalties, together with the increasing costs of recycling and residual waste disposal (as delivered by a PFI scheme currently in procurement), it is anticipated that the costs of this service will increase over the next five years from £16m to over £40m. The MTFs has been prepared on the basis that the County Council must be in a position to fund these additional costs, £14m of which fall after 2010/11.

Capital Plan

In 2004, the County Council undertook a thorough review of its capital investment framework and put in place a 10 year forecast with a three year detailed capital plan.

Within this new framework, the two main Government funded programmes, namely for education and the LTP, are assumed to continue and will be the principal source of capital for schools and highways, respectively. Given the shortage of capital resources for other services relative to their significant investment needs, local capital resources will mostly be invested in these other service areas. An indication of these priorities can be seen in Table 3 on page XX – scheme by scheme details are available in the Capital Plan section of the Budget Book.

Taken together, these commitments amount to a capital investment programme of £330m over the next three years which, even after taking into account grants and the income from sales of surplus assets, still requires borrowing of £145m.

Table 1

Net Revenue Budget for 2008-09

	£000	
Children and Young People's Service		
Schools Block (funded by Dedicated Schools Grant)	310,189	
Local Authority Block		
Home-to-school transport	23,116	
Youth Service	5,967	
Local authority services	15,328	
Children's Social Care	32,649	
Sub-total	387,249	
Business and Environmental Services		
Highways maintenance and traffic management	30,240	
Waste Management	18,737	
Integrated Passenger Transport	4,323	
Development and Countryside Services	2,930	
Trading Standards	2,523	
Other services	3,818	
Sub-total	62,571	
Adult and Community Services		
Care for adults and elderly people	113,657	
Support services for vulnerable people	18,275	
Library and Information Services	8,984	
Other services	12,362	
Specific Grant income	- 20,966	
Sub-total	132,312	
Corporate and support functions, miscellaneous grants, etc		
Financing costs of capital expenditure	30,518	
Levies, provisions for pending issues, etc	3,486	
Support services (Legal, HR, finance, property)	16,723	
Sub-total	50,727	
Total (including schools)	632,859	
Less Dedicated Schools Grant	- 310,189	
Net Total	322,670	
Financed by		
Government Grant	94,660	(29.3%)
Council Tax	228,010	(70.7%)
	322,670	

Table 2

Summary Revenue Budget Position

		2008-09			2009-10			2010-11		
	Item	£000			£000			£000		
	Standstill requirement									
	→ grant changes		9,846			0			0	
	→ inflation/Landfill Tax, etc		12,938			12,472			12,018	
	+ Additional service needs		13,770			14,755			17,142	
	- 3% Value for Money target	-	9,680		-	10,190		-	10,740	
	= Net year-on-year increase		26,874			17,037			18,420	
	- Increase in Government grant	-	14,472		-	4663		-	5032	
	= Additional income required from Council Tax		12,402			12,374			13,388	

Table 3
Summary Capital Budget Position

Service / Programme Area	2008-09	2009-10	2010-11
	£m	£m	£m
Children and Young People's Service			
Children's Centres	6.8	2.6	1.5
Building Schools for the Future	15.2	13.0	0.0
Information Technology	4.7	4.7	4.2
Special Educational Needs / Behaviour Review	2.4	0.0	0.0
Schools Access Initiative	0.6	1.2	1.2
Major School Projects	3.1	1.8	0.0
Schools Modernisation Scheme	1.9	8.1	8.9
Surestart	0.4	1.2	0.9
Capital Resources for School Use	14.3	12.2	24.1
Other Maintenance and Improvements	6.2	4.8	4.6
Service Total	55.6	49.6	45.4
Business and Environmental Services			
New and Replacement Road Lighting	1.9	1.9	1.8
Rationalisation of Highways Depots	8.0	2.2	0.0
Waste Disposal/Recycling	2.3	10.5	0.0
Scarborough Integrated Transport	10.1	0.1	2.6
Local Transport Plan	30.9	30.8	32.1
Economic Development Grants	1.0	0.0	0.0
Service Total	54.2	45.5	36.5
Adult and Community Services			
Extra Care Residential Schemes / Resource Centres	3.6	6.1	9.1
Day Service Provision	0.5	1.8	0.0
Community Resource Centres	0.4	0.3	0.0
Disability Respite Centre, Skipton	0.9	0.0	0.0
Harrogate Library – Lottery Scheme	0.7	1.7	1.0
Other	1.4	1.1	0.4
Service Total	7.5	11.0	10.5
Other Programme Areas			
Affordable Housing	0.9	1.0	0.0
Purchase of Vehicles and Equipment	1.0	0.9	0.8
Loans to Companies owned by NYCC	4.4	0.0	0.0
Other	1.0	0.6	0.6
Service Total	7.3	2.5	1.4
Overall Total	124.6	108.6	93.8
Financed by			
Borrowing	45.4	56.9	42.9
Grants and other Contributions	55.3	41.6	42.0
Revenue Budget contributions	6.8	3.1	3.7
Capital receipts from sale of properties	17.1	7.0	5.2
	124.6	108.6	93.8

Performance improvement

The Audit Commission assesses local authorities using its comprehensive performance assessment (CPA) and publishes the result using its CPA scorecard. The most recent judgement, published in February 2008, shows that the County Council continues to be a 4 star, top rated authority that is improving well. We intend to build on our progress and improve further, particularly in our priority areas.

We aim for excellence across the full range of services. This plan explains that we give priority to improving services which need development. It aims to maintain standards in services which have always been strong, such as education, social services and trading standards. It recognises the importance of our environment and heritage, both to the environment and the economy, including a joint approach with district and borough councils to waste management. It shows how the County Council will contribute together with its partners, to delivering the sustainable community strategy through the new LAA for North Yorkshire.

We are determined to get best value for money for the people of North Yorkshire. This means we are committed to continuous improvement and being as efficient as possible. In order to improve services and raise standards we must continue to monitor performance and understand how to achieve better results. To this end, we have a comprehensive improvement programme with three main components:

1. Performance management and improvement framework

The County Council wide performance management and improvement framework is well established. It enables members and managers to track County Council performance against key indicators, with a mix of national and local targets. These have been updated in the light of the new National Indicator Set. Performance is monitored continually by service managers and on a quarterly basis jointly by our Executive and Scrutiny Board. It is benchmarked with other similar councils through our membership of the County Council Benchmarking Club. Performance and cost information are looked at together in our service and financial planning process.

2. Local Area Agreement

The first LAA between the County Council and its partners and the Government was signed in March 2007. It runs for three years and includes targets for improved outcomes to be delivered through more effective partnership working. A performance reward grant of up to £16m will be payable for success in meeting particular targets. A new LAA, including all these targets, runs for the three years from April 2008. A performance management framework agreed with partners is in place to ensure delivery of the agreement.

3. Performance improvement

As explained in the 'Making sure we are fit for purpose' section, we have a number of transformational programmes in place to achieve real improvements in efficiency and effectiveness.

We have developed a programme of reviews undertaken by our overview and scrutiny committees, made up of councillors, looking at both individual services and areas of joint working. In 2008/09, these will include areas such as customer services, winter maintenance, reducing emergency hospital admissions, the impact on child witnesses of domestic violence and the use of individual budgets to support self directed adult social care.

Our values

In order to deliver our vision - '**A County which provides opportunity, independence and security for all**' - and to fulfil this role, we recognise that we must:

- Be focussed on the **needs of customers and communities**, facilitating their involvement in policy and service development and listening to, and valuing, what they tell us.
- Be committed to **equal opportunity** for all. Opposing all forms of unfair discrimination which puts a person at a disadvantage, treating people with dignity and respect, and valuing the diversity of people and communities.
- Work to promote **social inclusion and social cohesion**.
- Deliver **high quality and efficient services** that are responsive to users' needs, seek constantly to improve how we do things and ensure value for money in the use of public funds.
- **Show leadership and promote partnership** between the diversity of agencies and interests that work to promote community wellbeing.
- Secure effective democratic processes by placing a high value on **accountability and accessibility**. We will do this through elected members themselves and through the openness of our processes, ensuring that information about the Council's decisions is readily available.
- Maintain high standards of **integrity and honesty** in our dealings with the public and our staff, and in the management of resources.
- **Support our staff**, our most important asset, through effective management enabling them to take ownership of their responsibilities, through openness and honesty, through appropriate training and development and through effective health and wellbeing arrangements.
- Ensure that, in meeting the needs of today, we do not compromise **the ability of future generations to meet their needs**.
- **Communicate, consult and engage** with our local communities - you, the people we serve.

Glossary of abbreviations

ABG	Area Based Grant
CPA	Comprehensive Performance Assessment
ICT	Information and communication technology
LAA	Local Area Agreement
LTP	Local Transport Plan
MTFS	Medium Term Financial Strategy
NYSP	North Yorkshire Strategic Partnership
SCS	Sustainable Community Strategy
SPP	Service Performance Plan
VFM	Value for Money

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**Proposed
Sustainable Community Strategy
for
North Yorkshire
2008/18**

**Agreed at the NYSP Partnership
13 March 2008**

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Section 1

Foreword from the NYSP Chair

We want North Yorkshire to be an even better place for everyone to live, work or visit.

Welcome to the Sustainable Community Strategy for North Yorkshire 2008/18. This has been produced by the North Yorkshire Strategic Partnership (NYSP), which is made up of partnerships and organisations across the public, private and voluntary and community sectors that are committed to working together to improve the quality of life for all of the people of North Yorkshire.

North Yorkshire is England's biggest and most attractive county. It offers a high quality of life to many, but not for all. It is still a low wage economy, with pockets of serious urban disadvantage and extensive but scattered rural deprivation.

Our collective vision is: North Yorkshire - a place of equal opportunity where all can develop their full potential, participate in a flourishing economy, live and thrive in secure communities, see their high-quality environment and cultural assets maintained and enhanced and receive effective support when they need it.

Importantly, this document reflects the views of local people, communities and stakeholders and responds to their aspirations, needs and priorities. It is a recognition that local people know best in terms of what needs to be done in order to create and sustain vibrant communities. It builds upon the important work of our seven local strategic partnerships and six county-wide thematic partnerships. The pulling together of knowledge, intelligence and much common sense in true North Yorkshire spirit provides a platform for the delivery of good quality public services across North Yorkshire.

We can be proud of the successes we have achieved over the past three years since our first Community Strategy (2005/08) was developed. This document is an updated version that builds on that success. It sets our priorities for the next ten years and will be reviewed and revised every three years in line with the timetable for its delivery agreement, the North Yorkshire Local Area Agreement, in order to ensure that we do achieve our longer-term vision.

It gives me great pleasure to be a part of the big partnership family helping to make North Yorkshire an even better place to live, work and visit.

County Councillor John Weighell
NYSP Partnership Chair

Section 2

Introduction

The Sustainable Community Strategy for North Yorkshire 2008/18 (“the Strategy”) sets out the overarching strategic direction and long-term, sustainable vision for the economic, social and environmental well-being of North Yorkshire. It forms a building block for the North Yorkshire Local Area Agreement (LAA) – essentially the Strategy’s delivery mechanism – by setting out key aims and priorities for public, private, voluntary and community sector partners in order to improve the quality of life for all the communities of North Yorkshire.

All local authorities and many other partners have a statutory duty together to produce a Sustainable Community Strategy. This is underpinned by a general power which can be used to promote or improve economic, social and environmental wellbeing. In developing this Strategy, the North Yorkshire Strategic Partnership (NYSP) has worked with the seven district local strategic partnerships and six county-wide thematic partnerships to bring together the views of the local partners, and to turn the vision of a sustainable community into a reality.

This document is a refresh of the first NYSP Community Strategy (2005/08) and incorporates themes such as sustainability, equality and diversity, climate change and rurality. The shift from Community Strategy to Sustainable Community Strategy emphasises that sustainability should be at the heart of decisions taken on the content of the strategy.

In developing the Strategy, partners did not want to simply replicate the district-level sustainable community strategies produced by the seven local strategic partnerships, or the plans of the six county-wide thematic partnerships. These are already well developed, have been the subject of extensive public consultation and are summarised in Appendix 1.

Instead, it was agreed that the Strategy should have a long term (ten years) vision, but focus on the high level issues (or priorities) that need to be addressed in North Yorkshire over the medium term (three years) and require an effective partnership response. These are set out in Section 5.

The Strategy does not contain details of specific actions or outcomes. These will be in the North Yorkshire LAA 2008/11: the three-year 'deal' between the local authority, other partners and central Government to improve services and the quality of life in North Yorkshire. Hence, whilst the Strategy sets out longer term objectives and an overarching vision, the specific targets flowing from this into the LAA will be reviewed every three years.

The Strategy will need to be reviewed and refreshed over time, and we plan to review the vision every three years. However, as it is the strategy that

underpins the LAA, prior to each annual review of the LAA, we will review the evidence and the priorities contained within this Strategy so as to ensure that the priorities still accurately reflect the needs of North Yorkshire.

Section 3

Setting the scene

North Yorkshire covers 3,102 square miles in area stretching from Scarborough on the North Sea coast to Bentham in the West, and from the edge of Teesside to south of the M62.

The county is a predominantly rural area and many of North Yorkshire's communities, although being diverse in nature, share the same or similar challenges and aspirations. It offers a high quality of life to many but is still a low wage economy, with pockets of serious urban disadvantage and extensive but scattered rural deprivation. For example, Filey and Colburn are two of the most significantly deprived Super Output Areas (SOAs)¹ in relation to health deprivation and disability as well as education, skills and training. These two areas also rate highest in the county in terms of deprivation linked to income.

The Leeds and Tees City Regions play a role as economic drivers which benefit North Yorkshire. Settlements in the south of the county have close economic ties to the Leeds City Region, and those in the most northern parts of county have economic ties to the Tees City Region.

There are a wide range of partners from public, private, voluntary and community sectors responsible for the wellbeing of the county, including seven district councils and the County Council.

With a population of 591,600 (2006 mid year estimate) across 3,102 square miles, North Yorkshire is sparsely populated. The population is increasing and getting older. By 2018 it is estimated that the population will be 642,800. However, the number of people who are 65 and over will increase from about 111,400 (18.8%) in 2006 to 152,400 (23.7%) in 2018, thereby creating additional challenges to sustainable health and social care provision. By contrast, the number of people under 19 will fall from 139,100 (23.5%) in 2006 to 131,700 (20.4%) in 2018.

Whilst 21% of people live in the two major urban centres (Harrogate and Scarborough), 32% of people live in areas defined as 'sparse' (between 4.0 and 0.5 people per hectare) and 24% live in 'super sparse' areas (fewer than 0.5 people per hectare). This often makes service delivery more difficult and costly, particularly for elderly or disabled people living in rural areas. There are also fewer facilities for young people in our rural areas than for their urban counterparts.

¹ Super Output Areas (SOAs) are a new geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. See www.statistics.gov.uk/geography/soa.asp for further information. Figures taken from the Index of Deprivation 2007.

Although the 2001 Census of Population showed that just fewer than 99% of the county's population were white British, we know that considerable recent in-migration from Eastern Europe has altered the position.

The county is also home to a number of MoD establishments including Army and RAF bases. Catterick Garrison is the largest British garrison in North West Europe and is currently in the midst of a £570 million investment programme. Substantial new facilities will be accompanied in 2008/09 by a rise in population (civil and military) of 1200 to 17000 plus and substantial economic benefits for the local and wider community. There is capacity for further growth should MoD policy and Treasury funding permit.

The county attracts tourism year-round and efforts are being made to sustain a longer tourist season outside of the peak period from Easter to October and to more generally improve the holiday experience. Competition for housing from second home owners and the tourism sector contribute towards making affordable housing a significant challenge in North Yorkshire.

The county has the major part of two of England's nine national parks, a stunning heritage coast, three designated areas of outstanding natural beauty, 244 sites of special scientific interest and numerous other special sites of national and international importance such as the Ingleborough National Nature Reserve. There are over 12,000 listed buildings and many thousands more monuments and archaeological sites, including the Fountains Abbey world heritage site. The county is also home to a wealth of contemporary cultural assets such as important festivals, museums, galleries and sports facilities, such as the Dalby Forest Centre of Excellence for Outdoor Adventure. North Yorkshire also has a burgeoning creative industries sector which has seen growth of 16% in the last 5 years.

The combination of large upland water catchments and extensive flood plains makes the county particularly vulnerable to flooding.

Communications north/south by road and rail are good but links to the east and west are very much slower as commercial, local, agricultural and tourist traffic compete for space on predominantly two lane roads. The county's low population density makes public transport difficult to provide and those without private transport can be significantly disadvantaged.

Crime is relatively low within the context of the rest of the country, but fear of crime is high and North Yorkshire does have specific problems, for example in relation to alcohol-related crime and disorder. The tourist population and intermittent habitation of large proportions of housing in some areas bring their own community safety concerns. Additionally, the demographic of the county is such that the spread of rural and urban crime presents particular challenges to those agencies with a responsibility to respond effectively.

Detailed data collection, analysis and consultation were undertaken during the development of the Strategy, including utilising:

- 6 -

- the seven district-level sustainable community strategies and six county-wide thematic plans (see Appendix 1)
- the evidence base for the North Yorkshire Sustainable Community Strategy, available on the NYSP website www.nysp.org.uk
- consultation with partners and discussions at the NYSP Wider Partnership Conference in October 2007
- consultation with partners and others during January and February 2008

Section 4

Our vision for 2008/18

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are culturally rich, are sensitive to their environment and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

Sustainable communities are realised by:

- balancing and integrating the social, economic and environmental components of their community
- meeting the needs of existing and future generations
- respecting the needs of other communities in the wider region or internationally to make their own communities sustainable

Our collective vision is:

North Yorkshire - a place of equal opportunity where all can develop their full potential, participate in a flourishing economy, live and thrive in secure communities, see their high-quality environment and cultural assets maintained and enhanced and receive effective support when they need it.

In essence:

We want North Yorkshire to be an even better place for everyone to live, work or visit.

To achieve this vision over the next three years (2008/11), ten high level issues have been identified as the priority areas we will need to develop.

These are:

- Access to services and public transport
- Affordable housing
- Alcohol
- Children and young people
- Community cohesion
- Community safety
- Economy and enterprise
- Environment
- Health and wellbeing
- Older people

Section 5

Our ten priorities for 2008/11

The Strategy's ten priorities have been identified by partners as the most important issues for the county in the medium term. They all depend on an effective partnership response and joint working if they are to be tackled effectively.

The priorities have been identified from:

- the seven district-level sustainable community strategies and six county-wide thematic plans (see Appendix 1)
- the evidence base for the North Yorkshire Sustainable Community Strategy, available on the NYSP website www.nysp.org.uk
- consultation with partners and discussions at the NYSP Wider Partnership Conference in October 2007

The priorities have been subjected to consultation with partners and others during January and February 2008

In tackling each of the ten priorities we need to:

- **Enable equality in access to services** - No-one should feel that their opportunities in life are limited due to their age, gender, race, religion or belief, sexual orientation, disability or where they live. We must adopt an approach that narrows existing gaps and provides accessible, affordable and exciting opportunities for everyone in the county.
- **Look at the bigger picture** - Every issue contained within this strategy is linked to another. When planning an activity we must consider the potential implications (both positive and negative) for other objectives. We must adopt a long term, sustainable and integrated approach which considers the potential impact of everyday decisions on people and places beyond our county and our lifetime. We will do this by engaging the commitment of all agencies to tackling cross-cutting themes in a robust, inclusive, multi-agency way. It is also important that we adopt a long-term, sustainable and integrated approach to use of energy and other resources and to ensure the environment we leave to our children is healthy and attractive.
- **Recognise the value of the local Third Sector in the shaping and development of vibrant communities** - This includes recognising their value in the planning and delivery of public services and helping to build more sustainable North Yorkshire communities. We will facilitate its full involvement in Partnerships and activities to ensure a thriving and sustainable Third Sector.
- **Invest now for a better future** - Early identification and tackling of issues is generally more effective and cheaper than later interventions.

We need to work with vulnerable individuals and communities to build their capacity to respond to their own needs and to give them more control over their own lives, whilst continuing to help those in greatest need. We also need to invest in our environment and recognise the importance of accessible greenspace to communities; to ensure its sustainable management and thereby its continued contribution to economic prosperity, social wellbeing and quality of life.

These are the key **overarching aims** for achieving effective delivery of the Strategy against the ten priorities listed below. The **specific actions and outcomes** for each of the ten priorities are within the North Yorkshire LAA - the three year 'deal' between the local authority, other partners and central Government to improve services and the quality of life in North Yorkshire.

As it is this Strategy that underpins the LAA, prior to each annual review of the LAA, we will review the evidence and the priorities so as to ensure that the priorities still accurately reflect the needs of North Yorkshire.

The Strategy's ten priorities are listed below, in alphabetical order:

Access to services and public transport

The people of North Yorkshire, compared to most parts of England, have poor access to essential services.

Whilst 21% of people live in the two major urban centres (Harrogate and Scarborough), 32% of people live in areas defined as 'sparse' (between 4.0 and 0.5 people per hectare) and 24% live in 'super sparse' areas (fewer than 0.5 people per hectare).

The dispersed population presents significant challenges to service provision by the public, voluntary and private sectors. Whilst car ownership is relatively high in North Yorkshire, not every household in North Yorkshire does have access to a car or easy access to key services. Evidence on how people travel to work indicates the reliance on the car rather than the use of public transport. This will also impact on how we can ensure equality of improved access to employment, health services, training and skills opportunities, library services and information and advice advocacy services that serve communities across North Yorkshire. We must improve the accessibility and quality of public and community transport as a viable option for all communities, thereby also helping to realise our linked targets for reducing carbon emissions and making our roads safer. Specific issues relating to transport links into the Leeds City Region from some of the large urban settlements in the south and increasing traffic congestion, especially in Harrogate, also need to be addressed.

The predominantly rural nature of the County also means that there are fewer support mechanisms for people living on low incomes than are available in more urban areas. To help tackle this, the York Credit Union common bond is being extended to include North Yorkshire. The effective implementation of this initiative by partners will help benefit those on low incomes and those living in more deprived areas to gain access to financial support.

We aim to:

- Enable people of all ages to live independently by increasing access to services and opportunities through the development of a network of joint service centres and by making fuller use of established services where suitable.
- Develop a network of high-quality, affordable public and community transport, infrastructure and information services. Increase the availability and use of community transport.
- Maximise access to services electronically through deployment of a high-speed broadband network and user-friendly content.

Affordable housing

We want to make North Yorkshire a place where people can live, work and go about their business. Housing and services are a key part of the rich mix required to ensure sustainable communities.

The county's environmental advantages make it attractive for tourism, which encourages second home ownership, particularly along the coast and in the National Parks. It also results in a significant proportion of the housing stock being let as holiday cottages, thereby excluding them from the housing market for purchase or long-term lets. There is also a prevalence of 'commuting towns' in some parts of the county, where residents travel daily to nearby out-of-county commercial centres for work.

These characteristics inflate house prices and, coupled with a generally low wage economy, make housing unaffordable for many local people - particularly first-time buyers - dependent on the local economy. The inability for local people to access market housing results in significant levels of homeless and residency in temporary accommodation, which is a problem affecting all sections of the community. It also impacts on our ability to attract and retain key workers to the county. We must support new initiatives to increase the amount of affordable housing available to local people and also promote local occupancy initiatives, such as those currently put in place by the Yorkshire Dales and North York Moors National Park Authorities.

We aim to:

- Increase the amount of affordable housing available to local people, in particular first-time buyers and key workers, to ensure that they have

the choice and opportunity to live and work in their community and also seek to retain its affordability.

- Provide older people and also vulnerable groups with affordable accommodation and appropriate support to enable independent living and integration into their surrounding community. These include young people at risk, people who have complex needs, including people with substance misuse problems, mental health and learning disabilities, ex-offenders, gypsies and travellers, women experiencing domestic abuse and migrant workers in poor-quality tied accommodation.
- Work to prevent homelessness occurring, through advice services, mediation and support.

Alcohol

Our research tells us that alcohol consumption and its associated impacts on people's lives is an issue we must tackle in North Yorkshire. Alcohol consumption for both men and women is above the national average and the county has a significantly higher rate of hospital in-patient stays related to alcohol misuse. Death attributed to alcohol is highest in Scarborough Borough. We must work towards making our communities safer by tackling alcohol-related crime and disorder but also by ensuring that support and prevention work is provided for those groups who are most vulnerable to alcohol misuse.

In considering these issues we need to be aware that alcohol plays a key role in the leisure and tourist industry in North Yorkshire, especially the night time economy in Harrogate and Scarborough, with the brewing industry being particularly important to Masham and Tadcaster.

Partners are working together on an Alcohol Harm Reduction Strategy for North Yorkshire whose focus will be to address the identified challenges associated with excess drinking. This will help to realise our vision of making our communities secure and providing support for those who need it.

We aim to:

- Implement and use the North Yorkshire Alcohol Harm Reduction Strategy to make a difference to improving quality of life and the security of our communities; in particular focusing on
 - reducing harm to health,
 - alcohol related crime (including alcohol-related domestic abuse),
 - anti social behaviour as a result of alcohol misuse, and
 - loss of productivity in the workplace.

Children and young people

North Yorkshire Children and Young People's Strategic Partnership Board's aim is to develop a greater range of targeted support and opportunities for children and young people who are vulnerable or disadvantaged so that they make a more effective contribution to their local community.

Children leave North Yorkshire schools having gained amongst the best examination results in the county. But whilst the county on average enjoys high levels of achievement, Scarborough is an area which consistently is at the bottom of the performance data for North Yorkshire across Key Stages 2 and 3, GCSE, and A levels.

On completion of their studies the current trend for our well educated young people of North Yorkshire is to migrate from the county to gain employment elsewhere - we need to attract our young talent back to the county.

It is also important to help all young people through their transition to adulthood and provide them with access to opportunities and training. Furthermore, many young people feel that they are unable to access social and recreational outlets. We must identify and provide opportunities for recreation, for example by promoting the benefits to the development and wellbeing of children in enjoying their natural environment and encouraging their greater access to libraries and museums.

Early intervention with identified and vulnerable groups will help to address issues such as teenage pregnancy - which is particularly high in Scarborough - and youth offending. We need to recognise and support the role of parents and carers in such prevention work where this affects the most vulnerable children and young people.

We aim to:

- Reduce the number of teenage pregnancies.
- Raise achievement levels amongst young people in areas where these are currently the lowest in the county.
- Provide better opportunities for children and young people who are vulnerable or disadvantaged and for young offenders to engage in education, employment and training.
- Encourage participation in sport and high-quality recreational activities to promote the development and wellbeing of children and young people.

Community cohesion

North Yorkshire may appear to be a largely mono-cultural County with few residents from ethnic minorities. However there are residents representing all of the 16 ethnic categories, spread across all districts of the County. We

recognise and will celebrate the positive impact that this blend of cultures has on communities in North Yorkshire. We will do this by working towards enhancing wider understanding of the role that cultural difference plays in creating strong and vibrant communities and will enable greater integration of those from ethnic minorities.

The ethnic mix of the county is now also being strongly influenced by migration from Eastern Europe. The intelligence regarding the exact size of the Eastern European migrant population is not fully developed at this stage, but we do know that they are mainly of working age, some with children, contributors to the economy rather than service users, and that they principally work across the food processing, catering, hospitality, construction and agricultural sectors. Partners will need to work together to ensure that new migrants to the county are helped to adapt to their new home, by supporting the learning of English, skills training and making sure that they have advice about such things as driving, UK legal issues and access to health services. Additionally, partners will need to work together effectively to manage and find solutions to the additional pressures related to this migrant population. This includes affordable housing and an increased need for community safety initiatives.

In some parts of North Yorkshire there is already a significant proportion of the workforce in low paid, sometimes temporary work. We need to better understand the effects of a larger migrant workforce on these groups and the implications for community cohesion. We must meet the needs of black and other minority citizens as well as those who live and work in settled, traditional communities.

We must also help existing communities to understand the benefits that new workers from overseas are bringing to our communities and services. We must take strong action against racial harassment.

To help realise our vision for North Yorkshire as a place of equal opportunity and a county in which support is provided for those who need it, we need to encourage greater participation in community-based recreation as ways of promoting community cohesion. We must also provide opportunities for people to become involved in decision-making on their locality

We aim to:

- Increase the percentage of people who feel that their local area is a place where people from different backgrounds get on well together.
- Better understand and tackle localised challenges to community cohesion that may arise by improving our intelligence base and using an effective multi-agency approach to develop solutions.
- Increase participation in volunteering and community-based activities.

Community safety

Sustainable communities are safe and inclusive. A fundamental part of our overarching vision is therefore to reduce crime and make our communities safe and secure places in which people and economies can flourish and thrive.

Whilst crime rates are relatively low in North Yorkshire as compared with the rest of the country, the fear of crime is high and there are particular problems facing specific areas of the county such as alcohol-related crime and disorder and anti-social behaviour (cross-referencing with the key priority of "Alcohol"). For example, the tourist population around areas such as the county's coastal strip and intermittent habitation of large proportions of housing bring their own community safety concerns. The Crime and Disorder Reduction Partnerships (CDRPs) have developed a wealth of information on the importance, relevance and levels of concern of community safety issues in each district and play a vital role in listening to the concerns that communities themselves raise. We will support such partnerships and take a joint approach to the reduction of crime, re-offending and to increasing the perception of safety. We must also take a joint approach to the role that substance and alcohol misuse play in harming the safety of our communities. The York and North Yorkshire Safer Communities Safer Forum will work closely with local CDRPs to complement and co-ordinate existing work and to ensure that local communities see positive outcomes to concerns raised.

Making our communities safer and more secure is not purely about crime prevention and reduction. A reduction in the number of deaths and serious injury on our roads is paramount to ensuring that the infrastructure effectively supports the sustainable development of the county, creating a safe environment for both permanent and transient members of our communities.

We aim to:

- Reduce the re-offending rate, particularly by young offenders.
- Tackle the issue of domestic abuse.
- Reduce the fear of crime.
- Support partnership-working between agencies responsible for environmental and transport planning, along with others such as the police, to reduce the number of deaths or serious injuries as a result of road traffic accidents.

Economy and enterprise

This is one of the key elements that underpin sustainable communities and quality of life. Our vision incorporates an aspiration to develop sustainable communities which enable everyone who participates to flourish and which are a place of opportunity for all.

To realise this, we must continue to develop employment opportunities across the county, improve our infrastructure and the quality of our workforce. We need to attract and retain dynamic entrepreneurs and capitalise on the city regions of Leeds and Teesside for the benefit of all North Yorkshire. We must also ensure that appropriate support is provided for rural businesses, agriculture and market towns.

The state of the county's economy is mixed. The county of North Yorkshire's economy is reliant on a smaller working age population than elsewhere in the region and the country.

Employment opportunities, quality of work available and salaries offered are inconsistent across the county, with variances in relation to location and gender. Supporting entrepreneurship is key to helping people move from low paid to higher paid jobs and the county is supporting the development of broadband. We must also improve access to training and employment for more vulnerable groups.

We must recognise the value of and invest long-term in a year-round, sustainable tourist industry which includes the key contributions of business tourism in Harrogate and tourism in other popular areas such as the National Parks and the coast.

Creative industries also represent a significant contribution to the region's economy. For example, there are over 35 museums in North Yorkshire, each attracting between 4,000 and 300,000 visits each year. We must therefore also encourage greater participation in the arts from within local communities and utilise the benefits of cultural engagement to promote wider cohesion and wellbeing.

The Sub-Regional Investment Plan has identified that there is a need to support long-term plans for the regeneration of the county's coastal strip and diversification of its economic base. The focus of activities should be the stimulation of new enterprise to generate local employment opportunities, modernising the tourism and leisure product and further developing cultural and creative industries, addressing the problems of economic inactivity and concentrations of deprivation in particular neighbourhoods and ensuring new private sector led developments.

We aim to:

- Stimulate and support enterprise and an enterprising culture.
- Develop a contemporary, high quality cultural and environmental offer.
- Attract and develop knowledgeable and creative people.
- Ensure a connected sub-region through the improvement of ICT infrastructure.

Environment

North Yorkshire is probably the country's most beautiful and varied county with stunning countryside and coast and a rich historic and cultural heritage. Our vision is for communities to see their high-quality environment enhanced. In achieving this we must protect our natural and historic assets for our future communities as they are key to the county's economic prosperity and to the quality of life it offers its residents.

The combination of large upland water catchments and extensive flood plains makes the county particularly vulnerable to flooding. Our coastal areas are also under threat through coastal erosion, and poor sea water quality is a threat to our beaches and tourism.

The county's expansive moorland areas also have a massive role to play in controlling carbon dioxide emissions. Their upland bogs and peat deposits, besides being important habitats, represent major, captured stores of CO₂. Unless managed appropriately, these vast areas could dry out and release huge quantities of carbon into the atmosphere and nullify efforts to reduce emissions. Improved moorland management will also make a significant contribution to flood risk mitigation.

Global warming and climate change are fundamental issues for the county. We hope to make our contribution to tackling these by reducing carbon dioxide emissions through a variety of partners' programmes, as well as safeguarding moorland and woodland carbon sinks. These include action to reduce operational buildings emissions including schools and community emissions together with programmes to improve the energy efficiency of the residential and business sectors throughout North Yorkshire. We must also reduce the ever-increasing emissions from traffic and transport.

Waste management is a particular challenge in North Yorkshire because of the past reliance on relatively inexpensive landfill and increasing pressure to reduce this method of disposal. Finally, the focus on bio-diversity reflects the importance of bio diversity as a value in itself but also its importance as a mirror of the way we treat our increasingly stressed environment. We must develop and reinforce wildlife corridors along which species can move to increase their territories and in response to climate change.

We aim to:

- Contribute to combating global warming through reduced greenhouse gas emissions and safeguarding and adding to carbon sinks.
- Reduce waste to landfill and increase recycling.
- Conserve and enhance biodiversity, natural habitats and the natural and built environments.
- Develop solutions to reduce the risk, and mitigate against the impact, of flooding and use non-physical flood defence systems as opportunities to enhance habitats and biodiversity.

- Support and encourage greater involvement of commercial interests in environmental and conservation issues.

Health and wellbeing

In North Yorkshire residents are generally healthy by national standards and we would like to maintain that. In order to do this the focus of work needs to be on prevention of health issues such as obesity, serious illness due to smoking or alcohol misuse and more widely reducing health inequalities across the County.

This focus will ensure that we tackle issues of particular concern at local levels around the county, alongside delivery of the 'mainstream' agenda to improve diet and exercise generally. For example Scarborough experiences the lowest male life expectancy, the highest rate of teenage pregnancy and alcohol and substance misuse (see also the separate priority on Alcohol). We will promote effective partnership and cross-agency working to help tackle such issues.

We will reduce childhood obesity and promote physical activity across all age groups and take advantage of opportunities afforded by the 2012 Olympics in achieving this. We will also provide access to greater, more targeted activities and by making our communities safer and more accessible for the enjoyment of regular activities such as walking and cycling.

We aim to:

- Reduce obesity amongst primary school children.
- Increase adult physical activity - as this impacts on many other aspects of health.
- Encourage participation in sport, countryside recreation and volunteering as part of a healthy lifestyle.
- Reduce smoking in pregnancy - due to the long lasting effects for health of both mother and child.
- Target areas and groups with the greatest health inequalities.
- Ensure that particularly vulnerable individuals with complex and challenging needs are able to access the range of community services which they need.

Older people

The most marked demographic change in North Yorkshire's population will be the estimated rise in the population of those over 65 years of age. In North Yorkshire, the number of people who are 65 and over will increase from 111,400 (18.8%) in 2006 to 152,400 (23.7%) in 2018.

The increase in size of this group of people is anticipated to vary between districts, for example a 36% increase is forecast in Scarborough Borough with an almost 50% increase in Selby District. We must recognise and support the key role that this part of the community plays in supporting and sustaining a strong local economy, for example through participation in volunteering, community work and often as unpaid carers. We will therefore work to support and promote a healthy and active older community within North Yorkshire, ensuring that they have access to key services, feel safe within their communities and are able to become more involved in healthy, recreational activities.

However, we must also recognise that a considerable increase in the number of older people living in North Yorkshire will necessarily also create substantial challenges for social and health care providers across the county. Partners are working together to transform services to fit with this changing world and these will be driven through North Yorkshire's Strategic Commissioning for Independence, Well being & Choice Strategy. The partners will also work together to deliver the 'Putting People First' concordat.

We aim to:

- Promote healthy ageing and active involvement in the local community.
- Provide dignity in care - which contributes to older people's well being and is ultimately what makes their lives worth living.
- Ensure joint planning and commissioning of care services.
- Support people to live as independently as possible in their own homes
- Ensure equal access to services for all
- Give people choice and control over the way they have their support needs met and enable them to make informed choices relating to their independence and well-being

Section 6

Our delivery mechanism - the North Yorkshire LAA

The Sustainable Community Strategy for North Yorkshire does not contain details of specific actions or outcomes. Many of these will be in the North Yorkshire Local Area Agreement (LAA). The LAA is a three year 'deal' between the local authority, other partners and central Government to improve services and the quality of life in North Yorkshire.

This Strategy sets out the overarching strategic direction and long-term, sustainable vision for the economic, social and environmental well-being of North Yorkshire. It is based on consultation with local people, about the sort of place they want the area to be. The LAA is based on the priorities in this Strategy. The LAA translates these priorities into targets to secure the improvements that local people want to see. As such, the LAA is the delivery mechanism for the Strategy.

The targets in the North Yorkshire LAA 2008/11 (known as NYLAA2) are focused on a limited set of designated targets, drawn from the National Indicator Set (NIS), 16 statutory education and early years targets prescribed by the Department for Children, Schools and Families and a number of local non-designated targets that can be drawn from the NIS or can be locally determined.

Local partners (members of the NYSP) have committed themselves to delivering these targets and are under a new duty to co-operate in doing so (Local Government and Public Involvement in Health Act 2007).

Progress against the targets in the LAA will be monitored quarterly by the six Thematic Partnerships (TPs) and by the NYSP Executive. The Government Office for Yorkshire and the Humber (GOYH) will also receive a progress report at six monthly intervals. The progress reports will be made available to view on the NYSP website www.nysp.org.uk

North Yorkshire County Council is the accountable body for the LAA and is:

- responsible for supporting and facilitating the management of the LAA
- accountable for the proper use of funds managed through the LAA
- responsible for the verification of all LAA expenditure and for financial returns to central Government
- responsible for the preparation of overall financial monitoring reports.

For further information about NYLAA2 contact:

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It is important to note that whilst NYLAA2 will be the principal driver for achieving the priorities in this Strategy, there are many other important areas of partnership planning and working in North Yorkshire. Examples include:

- the North Yorkshire Local Resilience Forum
- the North Yorkshire Local Transport Plan
- the North Yorkshire Local Sites Partnership
- the North Yorkshire Cultural Partnership
- the 95 Alive campaign developed by the York and North Yorkshire Road Safety Partnership

Appendix 1

District-level sustainable community strategies and county-wide thematic plans

Within North Yorkshire there are seven district local strategic partnerships and six county-wide thematic partnerships. These come together as the North Yorkshire Strategic Partnership (NYSP). The structure of the North Yorkshire Strategic Partnership can be found in Appendix 2.

District-level sustainable community strategies

Each local strategic partnership (LSP) brings together a wide range of groups and organisations that operate across the district, from the public, private, voluntary and community sectors. Every partner has a key role to play in developing and delivering the district sustainable community strategy, and working collaboratively as part of the LSP. All partners recognise that issues can be tackled more effectively by working together in partnership, rather than by individual organisations acting alone.

Craven

The Craven Sustainable Community Strategy 2007/13 is based around five priorities for Craven:

- Building a Prosperous District
- Improving Transport
- Addressing Housing Need
- Creating a Sustainable Future – One Planet Living
- Strengthening Communities & Providing Accessible Services

The vision of this Strategy is to develop a prosperous and sustainable rural community with thriving market towns. The Craven LSP is committed to ensuring that the communities of Craven can live, work and play locally, thereby avoiding the District becoming a detached and dislocated dormitory. The LSP will ensure provision of housing to meet local need and enhance connectivity by means of an accessible, high quality, integrated and affordable transport system. Craven LSP also want to maintain a range of local shops and services, social facilities, open spaces and employment opportunities to meet the needs of a diverse community.

Craven LSP will celebrate and make the best use of the considerable natural and built heritage of the District. This will include encouraging balanced

growth in sympathy with the rural setting, and seek to secure a prosperous and self-supporting district with a distinct identity and future. Working with partners in the private, public, community and voluntary sectors, Craven LSP will improve services, create a prosperous Craven and improve the quality of life for all.

www.cravenc.gov.uk/Craven/Residents/Council+and+Democracy/Corporate+Information/CravenSustainableCommunityStrategy/

Hambleton

The Community Plan for Hambleton 2006/11 was produced following work to establish local partnerships, gain the commitment of partners and work with the local community to identify community needs, priorities and aspirations. The extensive local consultation to inform the Plan and the Local Development Framework has been developed in concert to ensure the necessary linkages are made between community needs and places for things to happen.

Key themes and priorities are:

- People - Covering older people, young people, rural communities, community involvement and strengthening the voluntary sector. Current strategic priorities include positively engaging vulnerable groups.
- Places - Covering housing, environment, waste and recycling. Current strategic priorities include homelessness and climate change.
- Prosperity - Business support, agriculture, tourism, market towns and transport. Current strategic priorities include business support.
- Safety - Fear of crime, anti-social behaviour, alcohol and drugs, road safety, burglary and auto-crime. Current strategic priorities include reducing alcohol misuse and migrant workers.
- Health - Improving health, increasing access to leisure and recreation. Current strategic priorities include tackling obesity.

www.communityhambleton.org

Harrogate

The Harrogate District Strategic Partnership's (HDSP) vision underpins the work of the Partnership and forms the focus for the community plan, "Working together to enhance the many and varied communities, economies and environment of our towns and dales, we will make the District a place where people are valued and protected and where access, opportunity, prosperity and support are available to all" (HDSP Community Plan 2004).

Ten key priorities support the Community Plan; these were agreed in July 2006 and provide a delivery focus to the Partnership:

- 23 -

- Reduce drug and alcohol misuse and smoking;
- Increase physical activity across the Community;
- Improve access to facilities and services;
- Support for independent living;
- Provide improved, accessible transport;
- Access to training and skills;
- Increase affordable housing;
- Greater support for parents/carers;
- Improve access to employment; and
- Reduction of CO2 emissions.

The current Harrogate District Community Plan is due for revision in 2008 and will incorporate the new priorities, action plan and North Yorkshire Local Area Agreement.

www.harrogate.gov.uk/partnerships

Scarborough

The North Yorkshire Coast Community Partnership covers the Borough of Scarborough and is working to achieve: “An outward-looking, vibrant and prosperous place where people have opportunities and support to achieve their full potential”.

Through its Community Strategy the Partnership is working to reduce disadvantage and inequality and achieve:

- Prosperous communities underpinned by a strong, diverse local economy, with high quality opportunities for education and skills development for people of all ages;
- Safe and strong communities characterised by respect for each other and the environment, where diversity is respected and people have opportunities to become more involved in local decision making;
- The protection of our cultural assets for future generations, so the outstanding natural beauty of our rural and urban landscapes and our shared culture and rich heritage is maintained, protected and developed sensitively; and
- Healthy and vibrant communities where people can enjoy good health, good housing and where there are opportunities for all to participate in activities that make people feel good about themselves.

www.mycoast.org.uk

Selby

Through the delivery of our Selby District Sustainable Community Strategy 2005 - 2010 the aim of the local strategic partnership is to improve the quality of life for those who live and work in the district.

Selby LSP will work together to create a future where the people of Selby district live in strong, inclusive, healthy and safe communities which have an improved environment and a thriving economy.

This will be delivered through five themes:

- Targeting and co-ordinating our efforts in the areas of greatest need;
- Working with our community;
- Delivering sustainable communities;
- Developing our three market towns and surrounding rural areas; and
- Improving the image of the area.

www.selby.gov.uk/service_main.asp?menuid=2&pageid=&id=502

Richmondshire

The Richmondshire 2021 Sustainable Community Strategy has been developed after consultation with the Community and priorities have been identified under the five 'themes' of Safe Places, Healthy Living, Strong Neighbourhoods, Prosperous Communities and Green Living.

Key priorities include:

- finding long lasting solutions to anti-social behaviour;
- ensuring that everyone has the opportunity of a decent home;
- making sure everyone has the opportunity to be as healthy as possible;
- ensuring that Richmondshire is a place of economic growth; and
- helping the community to minimise their impact on the environment.

www.richmondshire.gov.uk/your-council/partnerships/local%20strategic%20partnership.aspx

Ryedale

The vision of local people for Ryedale in 2013 is a place:

- with vibrant communities where everyone is respected; where all generations have opportunities to express themselves; where diversity is welcomed and encouraged.
- that is home to welcoming and familiar neighbourhoods, where people and friendships are valued. Community spirit is strong, underpinned by

security and safety. There is mutual trust between local people and the organisations that exist to help, support and serve them.

- in which it is easy to access any part of Ryedale, and all other places, for work and play. Communication is dealt with in flexible and innovative ways.
- where people enjoy life, work and leisure at their own pace. Freed from stress, they can take care of themselves and others.
- with a cherished mixture of towns, villages and landscapes. It is a peaceful sanctuary, not crowded or polluted.
- where everyone in Ryedale is involved in and can influence planning for the community; the places where they live and work; increasing opportunities to meet, learn and have fun.

The Ryedale Strategic Partnership is working to achieve this future for the communities of Ryedale and in order to do this has identified the following priorities for 2007-10:

- Obesity
- Skills for Life
- Community Transport
- Community Engagement

www.imagine-ryedale.org.uk.

County-Wide Partnerships and Strategies

Each of the six Thematic Partnerships has its own governance and performance arrangements and is responsible for planning and delivering partnership programmes for their thematic area.

Adults' Strategic Partnership

The Adults' Strategic Partnership has nine key outcomes derived from the White Paper for community-based health and social care 'Our Health, Our Care, Our Say: A New Direction for Community Services' (January 2006):

- Improving health
- Better prevention
- Providing access to suitable and safe accommodation
- Helping more people to make a positive contribution
- Giving people more choice and control
- Supporting more people to live at home
- Ensuring freedom from discrimination and harassment
- Maintaining Personal Dignity

- Increasing Economic Well-being.

The strategy has at its centre the need to tackle those issues which can lead to people being excluded from the mainstream of community life because of their frailty or vulnerability. It has the social model of disability at its heart, seeking to remove barriers to social inclusion and promoting independence, choice, well-being and citizenship. It contributes in a cross-cutting way in relation to other themes of the North Yorkshire Local Area Agreement, in particular Healthier Communities, Safer Communities, and Stronger Communities (in relation to the involvement of the Voluntary and Community Sector).

www.nysp.org.uk/html/thematic-partnerships/adults

Healthier Communities Strategic Partnership

The purpose of the Healthier Communities Thematic Partnership is to work jointly to add value to individual agencies' work and to improve our ability to deliver on healthier communities priorities.

The key priority areas for the partnership are:

- Improving health and reducing health inequalities
- Reducing smoking in pregnancy
- Improve mental health and wellbeing
- Increase physical activity in adults
- Tackle childhood obesity
- Reduce harm from alcohol misuse

The Partnership want to continue to improve the health of all North Yorkshire's residents, but we need to improve the health of the worst off at a faster rate so that we can narrow the gap in health outcomes and in life expectancy between our most and least deprived communities. Much of the work of the partnership is cross-cutting and links closely to the work of the other thematic partnerships.

www.nysp.org.uk/html/thematic-partnerships/healthier-communities

North Yorkshire Children & Young People's Strategic Partnership

The Children and Young People's Strategic Partnership oversees and implements the Children and Young People's Plan (CYPP). The CYPP is central to planning, commissioning and delivering services for children and young people countywide. By implementing the CYPP, the Partnership

delivers the Every Child Matters outcomes which aim to ensure that all children and young people can:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make positive contributions
- Achieve economic well being

Some of the Partnership's specific priorities include better services for children and young people with learning difficulties or disabilities, enhanced support for parents, improved provision for very young children and for young people aged 14 - 19, and reducing antisocial behaviour and youth offending. Moreover, a crucial part of the Partnership's work involves the further development of preventative work for vulnerable children by integrated multi-agency teams working with children's centres, extended schools, common assessment processes, and a new integrated youth support service.

By delivering a range of services across the county, the Children and Young People's Strategic Partnership supports young people to grow up to have good lives as adults whilst also valuing their childhood and teenage years.

www.nysp.org.uk/html/thematic-partnerships/children-and-young-people

York & North Yorkshire Development Board

The Board, and its officer based Partnership Executive, is a partnership of Councils, Yorkshire Forward, Learning and Skills Council and Job Centre Plus along with representatives from the private and voluntary sectors that have significant responsibilities for economic and community regeneration.

The Partnership's main role is to ensure that the sub-region speaks with one voice and to agree the sub-region's view as to the priorities for economic and social regeneration. The Board has the responsibility of facilitating the implementation of the Regional Economic Strategy in the sub region and prepares and monitors the Investment Plan to achieve that.

The Sub-Regional Investment Plan, agreed by the Development Board in 2007, articulates the strategic activity York and North Yorkshire will undertake to achieve its vision of 'A sustainable and prosperous York and North Yorkshire Economy' where its people Aspire, Achieve and Enjoy, achieved through five Transformational themes:

- Exploiting knowledge and Innovation
- Stimulating and supporting enterprise and an enterprising culture
- Developing a contemporary, high quality cultural and environmental offer
- Attracting and developing knowledgeable and creative people
- Ensuring a connected sub-region

York & North Yorkshire Safer Communities Forum

Established over three years ago, the YNYSCF brings together key stakeholders with an interest in community safety and related criminal justice issues. Now working through the NYSP as part of the wider community well-being agenda, the YNYSCF provides strategic leadership and co-ordination across partners to achieve safer communities across the County.

The Forum works closely with local crime and disorder reduction partnerships (CDRPs) to compliment, facilitate and co-ordinate existing work, ensuring communities have the opportunity to identify issues of concern, see real input invested in developing solutions and real outcomes in terms of fewer crimes and a better quality of life.

Through overseeing Government grants in respect of community safety, the Forum seeks to ensure every pound is maximised - principally through robust performance management, joint working and sharing, implementing and developing best practice.

Applying these principles, the Forum has identified the following priority areas where it will concentrate resources over the life of this strategy for maximum effect:

- Alcohol related disorder
- Domestic abuse
- Prolific and other priority offenders
- Anti-social behaviour
- Violent crime
- Road safety

York & North Yorkshire Rural Partnership - Stronger Communities

The Rural Partnership provides an opportunity for member bodies to work together at a strategic level to plan services and programmes in relation to rural issues. The Partnership aims to establish a clear vision and voice for rural North Yorkshire and to match priority and need to delivery and funding.

The priorities for the Partnership are:

- Affordable housing
- Access to services and opportunities

- Provision of cultural services
- Community capacity
- Environmental issues.

These priorities are reflected in the North Yorkshire Local Area Agreement where this Partnership has taken a key role in development and service delivery of specific targets.

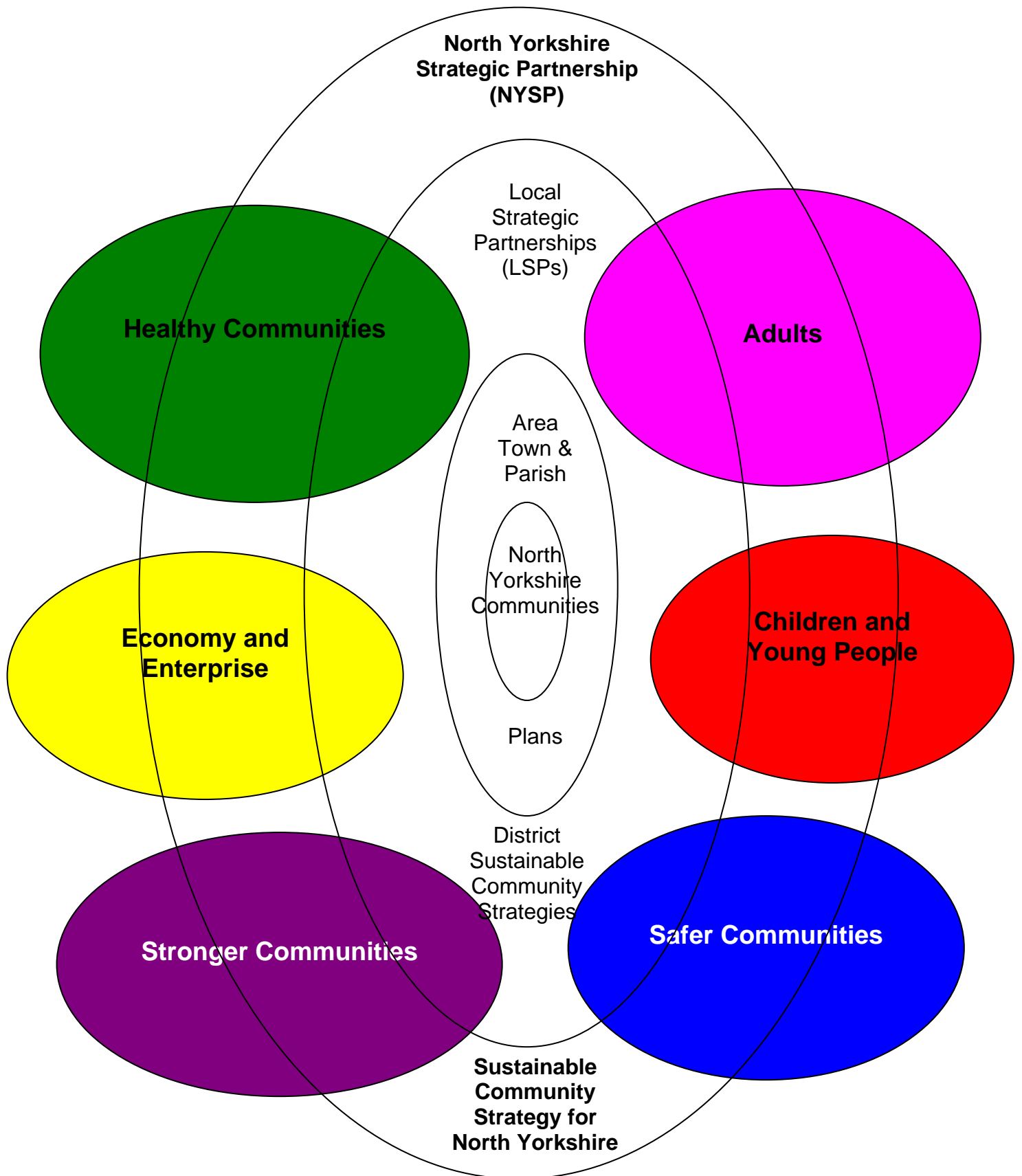
The Rural Partnership also assists in the delivery of the Regional Rural Framework priorities at a sub-regional level and links to the Regional Rural Board to ensure North Yorkshire's priorities are represented in the Yorkshire and Humber Region.

www.nysp.org.uk/html/thematic-partnerships/stronger-communities-york-north-yorkshire-rural-partnership

Joint Strategic Needs Assessment

Section 116 of the Local Government and Public Involvement in Health Act 2007 introduces, from April 2008, a new requirement for primary care trusts and local authorities to produce a Joint Strategic Needs Assessment (JSNA) of the health and social care needs of their local community. The JSNA will be carried out jointly by the Director of Public Health, the Director of Adult Social Services and the Director of Children's Services. The JSNA will then be taken into account in revising the Sustainable Community Strategy for North Yorkshire, and the issues identified will then inform the priorities and targets in revisions of the North Yorkshire Local Area Agreement.

This diagram illustrates the synergies between district-level sustainable community strategies and county-wide thematic plans.



Appendix 2

NYSP structure and contact details

The North Yorkshire Strategic Partnership (NYSP) brings together the principal public sector agencies responsible for promoting the economic, social and environmental wellbeing of communities in the County, together with partners from the voluntary and community and business sectors and each of the district level local strategic partnerships.

Members of the NYSP recognise that they can do more with their limited resources if they focus their efforts jointly on a common understanding of communities' needs and so have established the strategic partnership to that end.

The role of the NYSP is to provide leadership and to drive forward action in relation to identified issues where cross-cutting working would deliver benefits of co-ordination, resource management or avoidance of duplication. Our intention is to plan work jointly and to promote partnership work to deliver added value to the communities we serve.

The NYSP has four components:

The **Wider Partnership**. This is open to all organisations and partnerships interested in the wellbeing of North Yorkshire's communities. Meeting in conference style annually, this body has shown itself to be a good forum for consultation and briefing. It has had a positive input to the development of NYSP policy and the content of the LAA.

The **NYSP Partnership**. This establishes and maintains the policy framework for the work of the Partnership, as set out in the Sustainable Community Strategy for North Yorkshire (SCS). The Partnership will also set the priorities of the Local Area Agreement (LAA). Membership of the Partnership includes all those partners under a duty to cooperate in the formulation of a sustainable community strategy and in the delivery of a LAA, together with others identified as important locally, for example each Local Strategic Partnership and representatives of elected councillors.

The **NYSP Executive**. This ensures that the priorities of the NYSP are taken forward. Membership comprises chief executives of the principal public sector agencies in the county together with representatives of the voluntary and community and business sectors.

Six **Thematic Partnerships** provide strategic partnership arrangements for issues within their remit. They have responsibility for creating detailed plans around the following thematic issues and for ensuring their delivery:

- Adults' Strategic Partnership
- Healthier Communities Strategic Partnership
- North Yorkshire Children & Young People's Strategic Partnership
- York & North Yorkshire Development Board (economy and enterprise)
- York & North Yorkshire Safer Communities Forum
- York & North Yorkshire Rural Partnership – Stronger Communities

Further information about the NYSP is available at www.nysp.org.uk or from:

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Head of Corporate Policy
North Yorkshire County Council
County Hall
Northallerton DL7 8AD

e-mail: neil.irving@northyorks.gov.uk

phone: 01609 533489

NORTH YORKSHIRE – DRAFT LAA2 INDICATORS – Version 11 – 11:00 on 22.04.08

Including amendments after submission to NYSP Executive on Thursday 10th April 2008

Note: The Indicators support the priorities of the North Yorkshire Sustainable Community Strategy (2008 -18), which are:

- 1) Access to Services; 2) Affordable Housing; 3) Alcohol; 4) Children and Young People; 5) Community Cohesion; 6) Community Safety; 7) Economy and Enterprise; 8) Older People; 9) Health and Wellbeing; 10) Environment.

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYSP SHARED <i>Match/near match to LAA1 Indicator.</i>
					08/09	09/10	10/11		
STRONGER COMMUNITIES									
5	NI 1	D	% of people who believe people from different backgrounds get on well together in their local area.	Baseline to be set by Place Survey to be conducted in autumn 2008	Tbc awaiting guidance from GOYH	Tbc awaiting guidance from GOYH	Tbc awaiting guidance from GOYH	Districts NYCC (Stronger)	C <i>STR/1/(b)</i>
5	NI 3	D	Civic participation in the local area.	Baseline to be set by Place Survey to be conducted in autumn 2008	Tbc awaiting guidance from GOYH	Tbc awaiting guidance from GOYH	Tbc awaiting guidance from GOYH	Districts NYCC (Stronger)	C

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
5	L 63	L	Participation in regular volunteering.	2006/07 Survey 3.9%		6%	Tbc	Third Sector (Stronger)	C STR/1(c) STRETCH
5	L 65	L	Environment for a thriving third sector.	Baseline Tbc Autumn 2008	Tbc	Tbc	Tbc	Third Sector (Stronger)	C STR/1/(g)
9	NI 8	D	Adult participation in sport.	2006/07 22.7%		26.7%	Maintenance of 09/10 performance	North Yorkshire Sport Districts (Healthier)	C HC/5(a) STRETCH
7, 9	L 66	L	Engagement in the arts.	Active People Survey Tbc	Tbc	Tbc	Tbc	Districts NYCC Third Sector (Stronger)	NI 11
1, 9, 10	L 41	L	% of population within 5 miles of a Joint Access Centre.	31 March 2006 27.60%	59.94%	76.60%	85%	NYCC Districts Third sector (Stronger)	STR/3(a) STRETCH

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
5, 9	L 56	L	Volunteering by people who are BME or unemployed or disabled.	Jan 2007 374	Jan 2009 438	Jan 2010 472	Tbc	Third Sector (Stronger)	STR/1(e) STRETCH
5, 9	L 57	L	Volunteering in Special Volunteering.	Jan 2007 347	Jan 2009 410	Jan 2010 441	Tbc	Third Sector (Stronger)	STR/1(f) STRETCH
SAFER COMMUNITIES									
3, 6, 9	L 60	L	Reduce the incidence of violent crime a)The number of violent crimes recorded annually b) The proportion of violent offences which result in Sanction Detections	2005/06 8,212 51.4%	6,993	6870 58%	Tbc Tbc	CDRPs (Safer)	C SAF/8(a) and (b) STRETCH
3, 6, 9	L 67	L	Perceptions of anti-social behaviour.	2006/07 14%	13%	12%	Tbc	CDRPs (Safer)	C NI 17

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
4, 6, 9	NI 19	D	Rate of proven re-offending by young offenders.	Tbc			Tbc	YOT (Safer)	C SAF/7/(b) Links to NI 30
3, 6, 9	NI 20	D	Assault with injury crime rate.	Tbc			Tbc	CDRPs (Safer)	C
3, 6, 9	NI 30	D	Re-offending rate of prolific and priority offenders.	The number of convictions from 1 January 07 to 31 December 07 of the PPOs who are on the scheme at 1 April 08	To be negotiated annually in light of previous year data – by Home Office/GOYH/NYS P negotiator.	To be negotiated annually in light of previous year data – by Home Office/GOYH/NYS P negotiator.	To be negotiated annually in light of previous year data – by Home Office/GOYH/NYS P negotiator.	CDRPs (Safer)	C SAF/7(c) Link to NI 19

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
3, 6, 9	NI 32	D	Repeat incidents of domestic violence.	Tbc			Tbc	CDRPs (Safer)	C
3, 6, 9	NI 39	D	Alcohol-harm related hospital admission rates.	2005/06 1,105 per 100,000 2006/07 1,129 per 100,000 (2% increase)	Tbc	Tbc	Tbc	PCT (Healthier)	C
3, 6, 9	NI 41	D	Perceptions of drunk or rowdy behaviour as a problem.	Baseline to be set by Place Survey to be conducted in autumn 2008	Tbc awaiting guidance from GOYH	Tbc awaiting guidance from GOYH	Tbc awaiting guidance from GOYH	CDRPs (Safer)	C

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
4, 6, 9	NI 45	D	Young offenders engagement in suitable education, employment or training.	Apr-Dec 2007 58.9%	63.0%	67.0%	71.0%	YOT (Safer)	C
3, 6, 9	NI 47	D	People killed or seriously injured in road traffic accidents.	2007 (calendar year) 717	2008 644	2009 627	2010 622	Police NYCC Fire & Rescue PCT (Safer)	C <i>SAF/4(a)</i> STRETCH
CHILDREN AND YOUNG PEOPLE									
Be Healthy									
4, 9	NI 56	D	Obesity among primary school age children in Year 6.	2006/07 academic year 15.8% of year 6 (2007/08 data due Jan 09)	16.2%	16.3%	16.3%	PCT (Healthier)	C <i>HC/6/(a)</i>

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
4, 9	L 64	L	Children and young people's participation in high quality sport.	2007/08 88%	92%	97%	99%	NYCC (Children and YP)	C CYP/2(a) STRETCH
4, 9	L 58	L	% of schools achieving Healthy Schools Status.	Dec 2007 60.6%	Dec 2008 70%	Dec 2009 85%	Tbc	NYCC (Children and YP)	CYP/1(a) STRETCH
Stay Safe									
4, 9	NI 60	D	Core assessments for children's social care that were carried out within 35 days of their commencement.	2006/07 67.44% 2007/08 77.8% (unvalidated)	80%	82%	84%	NYCC (Children and YP)	C
4, 9	L61	L	Number of children living in kinship care as an alternative to being looked after.	2007/08 target 85	40	46	50	NYCC (Children and YP)	CYP/3/(a)
4, 9	L62	L	Number looked after of children placed out of North Yorkshire	2007/08 target 113	85	80	75	NYCC (Children and YP)	CYP/3/(b)

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
Enjoy and Achieve									
4, 7	NI 81	D	Reducing the inequality gap in the achievement of a Level 3 qualification by age 19.	New Indicator No baseline available			Tbc	NYCC <i>(Children and YP)</i>	C
4, 7	NI 90	D	Take up of 14 – 19 learning diplomas.	New Indicator No baseline available			Tbc	NYCC LSC <i>(Children and YP)</i>	C
Make a positive contribution									
4, 9	NI 110	L	Young people's participation in positive activities.	New Indicator. No baseline data			Tbc	NYCC <i>(Children and YP)</i>	C
4, 9	NI 112	L	Under 18 conception rate.	2004/06 NY 25.7% per 1000 Scar 41.3% per 1000	37.2%	34.4%	2008/10 NY 18.3% per 1000 Scar 30.0% per 1000	PCT <i>(Healthier)</i>	<i>HC/1/(d)</i>

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
4, 6, 9	NI 115	D	Substance misuse by young people	Tbc			Tbc	CDRPs NYCC POLICE PCT (Safer)	C
Economic Wellbeing									
4, 7, 9	NI 117	D	16 to 18 year olds who are not in education, training or employment.	2007/08 target 4.4%	4.1%	3.6%	3.5%	NYCC (Children and YP)	C CYP/7(a) STRETCH
ADULT HEALTH AND WELLBEING									
9	L 68	L	All age all cause mortality. (propose to slow down the widening of inequalities between Harrogate and Scarborough districts with target inequalities gap figures)	2004/06 overall mortality rate ranged between 519 in Cra and 641 in Scar. 545 in Harr (least deprived)	25%	26%	29%	PCT (Healthier)	NI 120

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
8, 9	L 69	L	Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets).	2007/08 340 per 100,000 estimate	83 per 100,000	106 per 100,000	125 per 100,000	NYCC (Adults)	ASP/6(a) STRETCH NI 130
1, 8, 9	NI 135	D	Carers receiving needs assessment or review and a specific carer's service or advice and information.	2007/08 12.0% estimate 11.0% on existing C62 definition	13.5%	14.5%	16.0%	NYCC (Adults)	C
1, 8, 9	NI 136	D	People supported to live independently through Social Services (all ages) (per 100,000)	2007/08 2950 estimate	3050	3150	3250	NYCC (Adults)	C

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
4, 9	L 1	L	Smoking in pregnancy.	2006/07 14.8% Excludes data from Scarborough for Q3 of this year	14.2%	13.0%	13.0%	PCT (Healthier)	HC/3((c) STRETCH
2, 5, 8, 9	L 12	L	Additional extra care units occupied.	2007/08 93 estimate	150	120	40	NYCC Districts (Adults)	ASP/4(a) STRETCH
1, 8, 9	L 13	L	Intensive home care as % of all intensive care.	2007/08 30.8% estimate	24.0%	26.0%	26.0%	NYCC (Adults)	ASP/4(b) STRETCH
1, 8, 9	L 17	L	Adult protection referrals.	2007/08 224 estimate	246	273	300	NYCC (Adults)	ASP/10(a) STRETCH
8, 9	L18	L	Number of people benefiting from Telecare	2007/08 11,120 estimate	11,570	11,690	11,800	NYCC (Adults)	ASP /11/(a)

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
1, 8, 9	L 19	L	People aged 16 + helped to live independently at home through assistive technology.	2007/08 14 estimate	No target	357 cumulative for 07/08; 08/09 and 09/10	432 cumulative for 07/08; 08/09; 09/10 and 10/11	NYCC (Adults)	ASP/11(c) STRETCH
TACKLING EXCLUSION AND PROMOTING EQUALITY									
2, 8, 9	NI 141	D	Percentage of vulnerable people achieving independent living.	2007/08 70% estimate	71%	72%	73%	NYCC District (Adults)	C ASP/3/(a)

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
LOCAL ECONOMY									
7, 9	NI 152	D	Working age people on out of work benefits.	May 07 Scar 14.0 8320 claimants			11.0 6537 claimants reduction of 1783	Scarborough BC <i>(Economy and E)</i>	C
2, 5, 9	NI 155	D	Number of affordable homes delivered.	2007/08 586 estimate (see detailed definition)	586+556 =1142 subject to amend for baseline actual	1,142+556=1698 subject to amend for baseline actual	2,220 Cumulative 1 Apr 07 -31 Mar 11	Districts NYCC <i>(Stronger)</i>	C <i>STR/2(a) STRETCH</i>
2, 9	NI 159	D	Supply of ready to develop housing sites	Tbc			Tbc	Districts <i>(Stronger)</i>	C
7, 9	NI 164	D	Working age population qualified to at least level 3 or higher.	2006 48.7%			57.1%	LSC <i>(Economy and E)</i>	C

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7	NI 171	D	New Business registration rate (per 10,000 resident population aged 16 and above).	No data available until Oct 2008	Tbc	Tbc	Tbc	Districts NYCC (Economy and E)	C <i>EE/1(a)</i>
1, 8, 9, 10	NI 175	D	Number of passengers carried on Community Transport.	06/07 140,194	189,000	199,000	205,000	NYCC (Stronger)	C <i>STR/3(c)</i> STRETCH
1, 2, 9	L 8	L	Prevent homelessness through advice and proactive intervention (per 000 households)	07/08 est. NY Tbc	Tbc	Tbc	Tbc	Districts (Stronger)	<i>STR/2/(d)</i>
				Crav 2	1	1	Tbc		
				Ham 2	2.5	3.2	Tbc		
				Harr 1	1	1	Tbc		
				Rich 1.47	1.8	2	Tbc		
				Rye 2	2.2	2.4	Tbc		
				Scar 4.4	4.5	4.6	Tbc		
				Selb 0.11	0.13	0.14	Tbc		

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7	L 36	L	Grow the Creative Industries sector.	2006 1,900 creative businesses in NY	No target	1,999 businesses	2020	NYCC Districts (Economy and E)	<i>EE//1(e)</i>
7	L 37	L	Increase the value of tourism earnings.	2006 (£mn) £1,558			£1,636	NYCC Districts (Economy and E)	<i>EE/1/(d)</i>
ENVIRONMENTAL SUSTAINABILITY									
9, 10	NI 185	D	CO ₂ reduction from local authority operations (excl schools).	Not applicable ref Guidance	To be determined as a baseline	2% reduction on 2008/09	4% reduction on 2008/09	NYCC Districts (Stronger)	C <i>STR/5/(a)</i>

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9, 10	NI 186	D	Per capita reduction in CO ₂ emissions in the LA area.	Not specified. Reference it being supplied by GOYH/ linked to 2010,2020 estimated emissions saving document.	3.5% reduction on baseline	7.0% reduction on baseline	10.5% reduction on baseline	NYCC Districts (Stronger)	C
7, 9, 10	NI 189	D	Flood and coastal erosion risk management.	Tbc			Tbc	Districts (Stronger)	C
10	NI 192	D	Household waste recycled and/or composted	07/08 est. 37.80%	41.00%	42.00%	43.00%	Districts NYCC (Stronger)	C <i>STR/6/(a)</i>

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10	NI 193	D	Municipal waste landfilled.	07/08 64.00%	62.00%	61.00%	60.00%	NYCC Districts (Stronger)	C STR/6/(b)
9, 10	NI 197	D	Improved local biodiversity – active management of local sites.	53 SINC In NY which have received positive management in the last 5 years (7.0% of all NY SINC .	63 SINC in NY in positive management (8.4% of NY total.	73 SINC in NY in positive management (9.7% of NY total.	83 SINC in NY in positive management (11.1% of NY total.	Districts NYCC (Stronger)	C

SCS Priority	NIS or Local Indicator	Designated, Local or Statutory	Brief Description	Baseline <i>Some subject to confirmation.</i>	Improvement Targets <i>Some subject to confirmation.</i>			Lead Partners <i>(Thematic Partnership allocation – subject to confirmation.)</i>	Comments C = GOYH/NYS P SHARED <i>Match/near match to LAA1 Indicator.</i>
CHILDREN AND YOUNG PEOPLE STATUTORY TARGETS (Enjoy and Achieve)									
	NI 72	S	Achievement in early years.	51.10% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 73	S	Level 4 or above in English & Maths at KS2	83% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 74	S	Level 5 or above in English & Maths at KS3	82% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 75	S	5 or more A-C at GCSE (or equivalent) including English & Maths	54.13% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 83	S	Level 5 or above in Science at KS3	82% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 87	S	Secondary School persistent absence.					NYCC (Children and YP)	DCSF STATUTOR Y
	NI 92	S	Narrowing the gap in the Early Years Foundation Profile	35.5% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y

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	NI 93	S	Progression by 2 levels in English between KS1 &KS2					NYCC (Children and YP)	DCSF STATUTOR Y
	NI 94	S	Progression by 2 levels in Maths between KS1 &KS2					NYCC (Children and YP)	DCSF STATUTOR Y
	NI 95	S	Progression by 2 levels in English between KS2 &KS3	32% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 96	S	Progression by 2 levels in Maths between KS2 &KS3	71% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 97	S	Progression by 2 levels in English between KS3 &KS4	63% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 98	S	Progression by 2 levels in Maths between KS3 &KS4	30% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 99	S	Children in care reaching Level 4 in English at KS2	55% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y
	NI 100	S	Children in care reaching Level 4 in Maths at KS2	50% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y

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	NI 101	S	Children in care achieving 5 A-C GCSEs (or equivalent) at KS4 (including Maths & English)	50% (06-07)				NYCC (Children and YP)	DCSF STATUTOR Y

SUMMARY:

		<u>LAA1 Reward Element Indicators included</u>	<u>Other LAA1 Indicators included</u>
Statutory	16	N/A	N/A
Designated	32	5	9
Local	<u>25</u>	<u>13</u>	<u>9</u>
TOTAL	73	18 (NI 15 a and b counted as 1)	18

Allocation to Thematic Partnerships

Adults	9
Children and Young People	24 (including 16 statutory)
Healthier Communities	6
Safer communities	11
Stronger Communities	18
Economy and Enterprise	<u>5</u>
	73

ND/KB NYCC S&CPU