

The Report of the Executive

The Executive met on Tuesday, 18 November 2014 commencing at 11.00 am. Present: County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Carl Les, Don Mackenzie, Chris Metcalfe and Clare Wood.

Also in attendance: County Councillors Andrew Backhouse, Derek Bastiman, Liz Casling, Jim Clark, David Jeffels, Shelagh Marshall, Patrick Mulligan, Janet Sanderson and Elizabeth Shields.

The Executive met on Tuesday, 9 December 2014 commencing at 11.00 am. Present: County Councillor Carl Les in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Don Mackenzie and Clare Wood.

Also in attendance: County Councillor David Blades.

The Executive met on Tuesday, 3 February 2015 commencing at 11.00 am. Present: County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Carl Les, Don Mackenzie, Chris Metcalfe and Clare Wood.

Also in attendance: County Councillors Patrick Mulligan, John Ritchie and John Savage.

1. 2020 North Yorkshire Council Plan: The Council Plan is a key component of the County Council's policy framework, setting out the Council's objectives and how its resources are to be used to deliver those objectives. Ensuring the Plan is developed in a timely and robust manner is essential in order to drive forward the business of the Council and improve performance, including the Council's contribution to the delivery of the North Yorkshire Community Plan. The process is closely allied to the budget setting process as this clearly demonstrates the golden thread running through the Council's objectives, priorities and allocation of resources. For this reason the Council Plan is submitted in tandem with the Medium Term Financial Strategy (MTFS) report. The Council Plan 2015 – 2020 is intended to be the public expression of the 2020 North Yorkshire vision and a longer-term strategic document designed to plot the Council's course to the end of the decade.

The annual delivery plan section highlights the most important issues and pressures upon the County Council for the year ahead, explains what its income will be and gives details of spending and savings plans, as well as specific actions to be carried out in the coming year. The funding section will be finalised once the County Council's budget is agreed. The delivery plan will be refreshed annually, together with a summary of progress against the previous year's delivery plan.

The Council Plan has been developed using the agreed process for key cross-cutting strategies with input from all directorates and under the sponsorship of Management Board. The Corporate and Partnerships Overview and Scrutiny Committee considered progress relating to the Plan on 13 October 2014. A draft of the Plan was also circulated to members of the Corporate and Partnerships Overview and Scrutiny Committee in December and has been reviewed by Management Board. In an online consultation in 2014 over 80% of respondents strongly agreed or agreed with the Council's proposed vision statement, values and objectives. Some changes to wording have been made as a result of this consultation and an additional value has been included (9 – cost effective). Consultation with the public has recently been carried out on the priorities within the plan using the Citizen's Panel. The percentages of

respondents who agreed or strongly agreed with the priorities were as follows:

- Opportunities for young people – 84%
- Loneliness and social isolation – 80%
- Transport links – 87%
- Economic opportunities for all parts of the county – 79%
- Broadband connectivity – Superfast North Yorkshire – 68%

A question about the setting of council tax was also asked with 63% of 1089 Panel respondents believing that the County Council should increase council tax by 1.9%. The same question was also asked in an online consultation on the County Council website, with 60.8% of 102 respondents agreeing with the proposed increase. The Plan has a number of audiences including elected members, officers, partners, the public, and the Department of Communities and Local Government (DCLG). Efforts have been made to ensure that, as far as possible, the Plan is accessible, and of use, to all these audiences. A document the size of the Council Plan cannot detail all that the Council does. Further information about the Council's detailed strategies and plans is published in other documents available on the Council website. The view has been taken that there is little merit in merely replicating elements of these strategies and plans.

The Council Plan aims to be a public focussed, easy to read, concise document. In addition to being the public expression of the 2020 North Yorkshire vision, it also details the achievements in the last year, sets priorities for the period up to 2020 and, as previously mentioned, includes an annual delivery plan, explaining the most important issues and pressures upon the County Council for the year ahead. The Plan will be published on the internet and publicised to the public through a range of media, including press releases and North Yorkshire Now (the County Council's email newsletter). On publication the Plan will be strongly promoted internally, in particular in relation to its central place in the service planning process. The Plan will also include details on how resources will be allocated through the Medium Term Financial Strategy (MTFS), revenue resources, and capital plan. These details will be included once they have been agreed by Council.

The Council Plan 2015 – 2020 will be the public expression of the 2020 North Yorkshire vision designed to plot the Council's course to the end of the decade. It details how the Council needs to modernise, become more efficient, and change the ways it engages with the public and works with communities in general. The Plan sets out the vision for these changes and how they will be achieved. **The draft 2020 North Yorkshire Council Plan, as endorsed by the Executive 3 February 2015, is attached at Appendix 1 to this report.**

Reductions in Government funding are set to continue over the coming MTFS period and as such so does the huge challenge to the County Council in terms of continuing our excellent performance record. Developments to the County Council's performance management framework have continued and performance related issues are embedded throughout the 2020 North Yorkshire Programme. This includes each service producing for 2015/16 onwards a plan on a page to help ensure all our key strategies and aims are integrated and communicated to all staff.

The County Council received an Ofsted judgement, in its latest inspection, that placed the County Council amongst the top authorities in the country for its care and protection of children, grading it as 'good' in every category. It also noted there were clear plans in place to become outstanding and praised the County Council highly for the effectiveness of its children's services.

2014 saw an impressive set of educational results, reflecting good progress at early years and primary school level, with our secondary performance at Key Stage 4 level remaining in the top 20% of Local Authorities. A level results were also above national averages.

The County Council played a significant role in ensuring that the Tour de France was a huge success. This involved a number of specialisms across the authority. Effective planning and management ensured that not only was the event a success but also that as Events Manager the risks to the County Council were identified and effectively managed.

Results from the latest Adults Social Care Survey indicate an increase of 4% in those who are either extremely or very satisfied with their care provided or commissioned by the County Council (67% in total). As part of the 2020 programme work is underway to further investigate reasons for those that expressed lower satisfaction with services. Re-ablement remains an area of continued strong performance with significant numbers (63% for Q2) of those who complete the Council's 'START' re-ablement package fully regaining their independence. High levels of those having a re-ablement package remain at home 91 days after their discharge from hospital. This performance is above all England and comparator group averages.

The Highway service in Business and Environmental Services now operates a two year rolling capital works programme as part of effective management of the network and ensuring full delivery of the capital programme itself. Indications are that this is having a beneficial impact and a full assessment will be possible at the end of this financial year. Financial close was achieved on the Waste PPP. In addition, the final financial position represented an improvement of £8m net present value to that projected at the time of the special County Council meeting in September.

Sessions on performance have been arranged for each directorate within the 2014/15 programme of Members Seminars; and those regarding the Business and Environmental Services Directorate and the Health and Adult Services Directorate have been completed. These are aimed at providing further opportunity for Members to discuss performance issues across the County Council. Additional feedback will be taken and a programme for 2015/16 agreed.

The revenue budget for 2015/16, the associated Medium Term Financial Strategy and Capital Plan are all effectively financial expressions of the Council Plan. To this extent, all should be considered in conjunction. The Council Plan clearly needs to be understood in the context of a significant savings requirement. The Council has been successful in securing approximately £92m of savings to be realised by the end of the current financial year and will be faced with a further estimated savings requirement of £75m. Priority has been given to protecting frontline services as much as possible, and reductions in non-frontline areas such as management, administration, procurement and support services have therefore been prioritised. This will continue to be the case wherever possible, but the Council Plan provides the basis upon which priorities are determined when considering further savings opportunities. Notwithstanding the need to secure on-going revenue savings, the County Council has invested significantly in certain areas of priority in line with the Council Plan. Notable examples

include:

- Match funding the Local Enterprise Partnership to provide a combined fund of just under £50m to improve highway condition over a seven year period
- To date £31.5m of investment has been brought into the county to deliver Superfast Broadband, recognising its value to a rural county such as North Yorkshire. A further £4m will also be committed, if approved by County Council as part of the Revenue Budget for 2015/16.
- Funding to support the Stronger Communities initiative recognising the need to provide both on-going support and pump priming monies for communities, as the 2020 North Yorkshire Programme is rolled out.

The County Council must demonstrate that it pays due regard in developing its budget and policies and in its decision-making process to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities with regard to the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation. This includes compounding factors such as the rural nature of the county and the cumulative impact of proposals on groups with protected characteristics across the range of services. The impact of decisions on the County Council's activities as a service provider and an employer must be considered. At the earliest possible opportunity, significant proposed changes in service provision and budget are screened to identify if there are likely to be any equality implications. If equality implications are identified, the County Council follows an equality impact assessment (EIA) process to support the collection of data and analysis of impacts and to provide a way of demonstrating due regard. EIAs are developed alongside savings proposals, with equalities considerations worked into the proposals from the beginning. If a draft EIA suggests that the proposed changes are likely to result in adverse impacts, further detailed investigation and consultations are undertaken as the detailed proposals are developed. Proposed changes will only be implemented after due regard to the implications has been paid in both the development process and the formal decision-making process. Where the potential for adverse impact is identified in an EIA, services will seek to mitigate this, so far as it is possible to do so, in a number of ways including developing new models of service delivery, partnership working and by helping people to develop a greater degree of independent living. An EIA has been carried out of the overall 2020 North Yorkshire Council Plan and this is attached at Appendix 2. The specific implications for individual services in relation to refocusing the approach of the county council are not part of this impact assessment and will be assessed as part of the change process in each directorate.

Given the nature of the changes, i.e. cuts to some services, it is inevitable that there will be adverse impacts particularly for those on a low income and/or living in a rural setting, although mitigating actions may also be identified as part of the process. The objective in the Plan which prioritises protection for vulnerable people aims to safeguard and improve outcomes for adults receiving social care who tend to be older, and/or people with disabilities, and for young people with vulnerabilities, including those arising from disabilities.

The Council Plan reflects the legal requirement on local authorities under Section 3 of the Local Government Act 1999 to secure continuous improvement in the way in which it exercises its functions.

The Executive RECOMMENDS:

- a) That County Council approve the 2020 North Yorkshire Council Plan
- b) That County Council authorise the Chief Executive to make any necessary changes to the text, including reflecting decisions made by the County Council on the Medium Term Financial Strategy and updated performance data.

2. Revenue Budget 2015/16 and Medium Term Financial Strategy (MTFS)

2016/1: The report which was considered by the Executive, together with all the appendices A to M, and which makes recommendations regarding:

- The Revenue Budget 2015/16 and
- Council Tax for 2015/16 and
- MTFS for 2016/17 to 2019/20

- is attached as Booklet One – appendix 2 to this report, to enable all Members of the Council have the information which was available to the Executive in arriving at the recommendations below. **Please note the figures in the report have been updated since the meeting of the 3 February 2015 to reflect the Final Settlement which was received after the meeting. Changed figures are highlighted in yellow boxes.**

By the end of 2014/15 the County Council will have delivered £91.1m of savings. It is estimated, however, that a further **£75.4m** will be required from 2015/16 to 2019/20. The aggregate savings requirement of **£166.5m** broadly equates to a 34% reduction in the Councils spending power since 2011 (**paragraph 2.6**). It is therefore essential that the County Council has a sound medium to longer term strategy to address this financial challenge. **£1.0m** of balances are projected to be used in 2015/16 in order to meet the residual shortfall after savings proposals and investments (**paragraph 2.8**). Recurring improvements in the financial position in 2014/15 have been fed into the Revenue Budget for 2015/16. In addition, a further year of austerity has been factored in for 2019/20 (**paragraph 2.8**). Whilst savings proposals of £58m have been identified from 2015/16 to the end of the MTFS, there remains a projected residual shortfall of **£14.2m** by 2019/20 which will, subject to further refinement, need to be addressed in future years (**Section 6.0**).

The key features of the “2020 North Yorkshire Programme” as set out in the February 2014 Budget report remain appropriate. There are some refinements outlined on some savings proposals that had previously been approved (reducing the savings proposal by £3.3m) but, given external uncertainties and the further development of the 2020 North Yorkshire Programme, there is no recommendation to consider any new (ie areas that were not part of the February 2014 Budget report) savings proposals at this stage (**paragraph 6.10**).

One-off funding of £4m in 2015/16 is recommended for further investment in superfast broadband. It is hoped that this will help in attracting further funding from government to enhance the roll-out to more rural areas (**paragraphs 7.3 to 7.5**). One-off funding of £2m in 2015/16 is recommended for property related investments (**paragraph 7.6 to 7.7**). It is proposed that a sum of up to £10m is earmarked within the General Working Balances in 2015/16 to reduce capital financing costs within the ongoing Revenue Budget (**paragraphs 7.8 to 7.13**).

It is recommended that a council tax increase of 1.99% is agreed in line with the existing MTFS, resulting in a Band D council tax level of £1,099.98 for the County Council (**Section 8.0 and Appendix G**). The MTFS also assumes a 1.99% increase in council tax for

each year thereafter up to and including 2019/20 (**paragraphs 8.1 to 8.3**).

The Revenue Budget and MTFs continue to reflect additional funding for delivery of the waste strategy and the subsequent position of the Pending Issues Provision (PIP) (**paragraphs 12.1 to 12.8**). The North Yorkshire Business Rates Pool is currently running at a surplus. It is proposed that the surplus at the end of each year is delegated to BES in the following year in order to pump prime development work (**paragraphs 13.10 to 13.11**). The draft pay policy statement 2015/16 is set out for consideration and approval (**paragraphs 13.16 to 13.20 and Appendix I**).

An assessment of the key financial risks to the County Council has been carried out in **Section 14.0**. It should be noted that the position in many of these areas of risk will not become clearer until after the May 2015 General Election or, more likely, following publication of the new government's Spending Review expected later in the year. Given the level of risks facing the County Council, it is proposed that the existing policy of maintaining a minimum level equivalent to 2% of the annual net revenue budget supplemented by a cash sum of £20m is maintained (combined total of £27.3m in 2015/16) to provide for potential delays in the delivery of savings. This supplementary sum is to be reviewed in line with progress of the delivery of the savings programme (**paragraph 15.22**).

The Corporate Director, Strategic Resources is obliged to offer a view of the robustness of estimates used in the Revenue Budget 2015/16 and the associated level of balances/reserves. The Corporate Director, Strategic Resources is satisfied that the report meets such a requirement but notes that decisions need to be taken in the context of an on-going decline in funding and a need to ensure that decision making is optimised (**paragraph 15.28**).

A number of recommendations are made in order to progress some areas of the 2020 North Yorkshire Programme to a greater level of detail, which will be referred back to the Executive, and to County Council where changes are recommended to the existing major policy framework.

The Executive RECOMMENDS:

- a) That the Section 25 assurance statement provided by the Corporate Director, Strategic Resources regarding the robustness of the estimates and the adequacy of the reserves (**paragraph 15.28**) and the risk assessment of the MTFs detailed in **Section 14** are noted.
- b) That, in accordance with Section 42A of the Local Government Finance Act 1992 (as amended by Section 75 of The Localism Act 2011), a Council Tax requirement for 2015/16 of £241,795k is approved and that a Council Tax precept of this sum be issued to billing authorities in North Yorkshire (**paragraphs 5.4 and 13.2 to 13.4 and Appendix G**)
- c) That, in accordance with Section 42B of the Local Government Finance Act 1992 (as amended by Section 75 of The Localism Act 2011) a basic amount (Band D equivalent) of Council Tax of £1,099.98k is approved (**paragraphs 5.4 and 13.2 to 13.4 and Appendix G**).
- d) That a net Revenue Budget for 2015/16 of £363,511k (**paragraphs 5.1 to 5.5 and Appendix B**) is approved, and that the financial allocations to each Directorate,

net of planned savings, be as detailed in **Appendix E**.

- e) That in the event that the final Local Government Settlement results in a difference of less than £1m then the difference to be addressed by a transfer to / from the General Working Balance in line with **paragraph 4.13** with such changes being made to **Appendix E** as appropriate (not now required).
- f) That the Corporate Director – Children and Young People’s Service is authorised, in consultation with the Executive Member for Schools, to take the final decision on the allocation of the Schools Block (**paragraph 12.15**)
- g) That £4m is earmarked for the further roll-out of broadband in line with the Superfast North Yorkshire project and that drawdown of the funding is subject to further Executive consideration and subsequent approval (**paragraph 7.4**).
- h) That the Corporate Director - Strategic Resources is authorised to utilise up to £10m of existing General Working Balance to reduce the future recurring revenue costs of capital financing as set out in **paragraph 7.12**.
- i) That the surplus on the County Council’s share of the North Yorkshire Business Rates Pool is earmarked for development schemes in line with **paragraph 13.11** and that such sums are delegated to the Corporate Director – Business & Environmental Services in the year following that in which the surplus is generated.
- j) That the Medium Term Financial Strategy for 2016/17 to 2019/20, and its caveats, as laid out in **Section 2** and **Appendix B** is approved.
- k) That the Corporate Director – Business & Environmental Services is authorised, in consultation with the Executive Members for BES, to:-
 - i) Review the provision of household waste recycling centres across the County (**BES 8 – Appendix D**).
 - ii) Review the existing subsidy to local bus services as part of the wider review of accessibility (**BES 13 – Appendix D**).
- l) That the Corporate Director – Health and Adult Services is authorised, in consultation with the Executive Members for HAS, to implement measures in order to deliver Targeted Prevention activity as set out in **HAS 1 to 1.3 of Appendix D**.
- m) That the Corporate Director – Children and Young People’s Services is authorised, in consultation with the Executive Members for CYPS, to:-
 - (i) Consider the responses of ongoing consultations regarding discretionary home to school transport provision and proposed school admission arrangements and clothing grants and to review the services as appropriate (**CYPS 5 – Appendix D**).
 - (ii) nature of placement provision to meet local needs (**CYPS 7 – Appendix D**).
 - (iii) Review staffing structures with respect to the current consultation of our strategy for meeting the social care needs of disabled children (**CYPS 8 – Appendix D**).

- (iv) In the context of the new model for preventative services, to continue to locally review the nature of existing universal children's services provision (**CYPS 1 – Appendix D**).
- n) That any outcomes requiring changes following **Recommendations k), l) and m)** above be brought back to the Executive to consider and, where changes are recommended to the existing major policy framework, then such matters to be considered by full County Council.
- o) That the arrangements under which additional funds are allocated each year in respect of Adult Social Care and the Waste Strategy are approved and continue to be reviewed at least annually (**paragraphs 6.4 and 12.1**)
- p) That the existing policy target for the minimum level of the General Working Balance is retained at a minimum of 2% of net revenue budget supplemented with a cash sum of £20m for 2015/16 in line with **paragraph 15.22 and Appendix M**.
- q) That the attached pay policy statement (**Appendix I**) covering the period 1 April 2015 to 31 March 2016 (**paragraphs 13.16 to 13.20**) is approved.
- r) That County Council note the delegation arrangements referred to in **Section 16** that authorise the Corporate Directors to implement the Budget proposals contained in this report for their respective service areas and for the Chief Executive in those areas where there are cross-Council proposals.
- s) That County Council have regard to the Public Sector Equality Duty (identified in **paragraphs 15.2 to 15.9**) in approving the Budget proposals contained in this report.

3. Capital Plan: An updated Capital Plan is submitted to County Council in order to obtain an approved Capital Plan for 2015/16 before the start of the financial year. The County Council's Financial Procedure rules empower the Executive to modify the Capital Plan during the year and this is achieved through the Capital section of the Quarterly Performance Monitoring reports or ad hoc reports if urgent changes are needed in between these. The Executive's modification powers however imply that a Capital Plan must be approved by County Council before the start of the financial year. Thus an updated Capital Plan (Quarter 3 2014/15 to 31 December 2014) has therefore been produced at an earlier stage, which was approved by Executive 3 February 2015 for recommendation for adoption by the County Council on 18 February 2015 before the start of the financial year. The 2014/15 Quarter 3 Capital Plan will therefore form the base Capital Plan for subsequent modifications to be approved by Executive throughout 2015/16.

The full report on the Capital Plan considered by the Executive is attached in Booklet Two - Appendix 3 to this report. The latest Capital Plan does impact on both the revenue Budget 2015/16 and MTFs outcome and Treasury Management related activities in terms of:

- (a) Financing costs (interest and principal) required to finance the Capital Plan being reflected in the 2015/16 Revenue Budget and MTFs within Corporate

- Miscellaneous and
- (b) The Prudential Indicators and
- (c) The Treasury management arrangements

Because of these close links, reports on (a), (b) and (c) are also included on this agenda as part of the "Budget set".

The Executive RECOMMENDS:

That the Quarter 3 2014/15 Capital Plan, as summarised in Appendices 3A to E, in Booklet Two, is adopted.

4. Treasury Management 2015/16: The County Council is required to adopt certain procedures in relation to Treasury Management which is defined as

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks".

The County Council is expected to comply with the terms of the **CIPFA Code of Practice on Treasury Management in the Public Services** which was last updated by CIPFA in November 2011 and adopted by the County Council on 15 February 2012. In addition, the County Council must also comply with the **CIPFA Prudential Code for Capital Finance in Local Authorities** which impacts heavily on Treasury Management matters. This Code was also updated in November 2011 alongside the updated Code of Practice on Treasury Management.

The Local Government Act 2003 requires the County Council to have regard to the Prudential Code and set Prudential Indicators for the next three financial years to ensure that the County Council's capital investment plans are affordable, prudent and sustainable.

In addition to the two CIPFA codes referred to, the Government (Department of Communities and Local Government - CLG) issues statutory guidance on

- (a) Local Government Investments - revised with effect from 1 April 2010, and
- (b) Minimum Revenue Provision (for debt repayment) - revised with effect from 1 April 2012

to which the County Council must have regard. The full report considered by the Executive 3 February 2015 is attached in Booklet Two - Appendix 4 to this report. A separate report on the Prudential Indicators for the three years 2015/16 to 2017/18 was also submitted to this Executive which should be read in conjunction with this report because of the interaction between the Prudential Indicators and the Treasury Management arrangements.

The combined effect of these Codes and other relevant Regulations is that the County Council has to have in place by the start of the new financial year the following:

- (a) an up to date **Treasury Management Policy Statement**

- (b) a combined **Annual Treasury Management and Investment Strategy** and **Minimum Revenue Provision Policy**.

In addition to these Statutory Requirements, the County Council also agreed an additional local policy to cap Capital Financing costs as a proportion of the annual Net Revenue Budget. This is now incorporated into the Annual Treasury Management and Investment Strategy.

The Executive RECOMMENDS:

- (a) that the Treasury Management Policy Statement as attached as **Appendix 4A** (in Booklet Two);
- (b) the Annual Treasury Management and Investment Strategy for 2015/16 as detailed in **Appendix 4B** (in Booklet Two) and in particular;
- (i) an authorised limit for external debt of £398.7m in 2015/16;
 - (ii) an operation boundary for external debt of £378.7m in 2015/16;
 - (iii) a borrowing limit on fixed interest rate exposure of 60% to 100% of outstanding principal sums and a limit on variable interest rate exposure of 0% to 40% of outstanding principal sums;
 - (iv) borrowing from the money market for capital purposes is to be limited to 30% of external debt outstanding at any one point in time;
 - (v) an investment limit on fixed interest rate exposure of 0% to 30% of outstanding principal sums and a limit on variable interest rate exposure of 70% to 100% of outstanding principal sums;
 - (vi) a limit of £20m of the total cash sums available for investment (both in house and externally managed) to be invested in Non Specified Investments over 364 days;
 - (vii) a 10% cap on capital financing costs as a proportion of the annual Net Revenue Budget
 - (viii) a Minimum Revenue Provision (MRP) policy for debt repayment to be charged to Revenue in 2014/15 as set out in **Section 11** of **Appendix 4B** (in Booklet Two);
 - (ix) the Corporate Director - Strategic Resources to report to the County Council if and when necessary during the year on any changes to this Strategy arising from the use of operational leasing, PFI or other innovative methods of funding not previously approved by the County Council;
- (c) that the Audit Committee be invited to review **Appendices 4A and 4B** (in Booklet Two) referred to in (a) and (b) above and submit any proposals to the Executive for consideration at the earliest opportunity.

5. Revision of Prudential Indicators: The current Capital Finance system introduced in April 2004 is underpinned by the **CIPFA Prudential Code for Capital Finance in Local Authorities**. This Code which was last updated in November 2011 requires every local authority to set a range of Prudential Indicators

- (a) as part of the Revenue Budget process, and
- (b) before the start of the financial year, to ensure that capital spending plans are affordable, prudent and sustainable. The Prudential Indicators for 2014/15, covering the period up to 2016/17, were initially approved by the County Council on 19 February 2014 following recommendations of the Executive on 4 February 2014.

The Prudential Code also requires appropriate arrangements to be in place for the monitoring, reporting and revision of Prudential Indicators previously set. A full revision of all Indicators was duly approved by County Council on 12 November 2014, following recommendations from the Executive meeting on 19 August 2014.

As part of the 2015/16 Budget process, a fresh set of Indicators for the period up to 2017/18 now needs to be considered and approved. This Report should be read in conjunction with the separate report on the agenda regarding Treasury Management. **Appendix 5** to this report, which is in Booklet Two, sets out the proposed updated Prudential Indicators with the addition of a further year 2017/18. This Appendix sets out every Prudential Indicator in terms of:

- (a) the current Indicators (to 2016/17) approved by County Council on 12 November 2014
- (b) a revised set of Indicators with the addition of 2017/18
- (c) appropriate comments on each Indicator including reasons for any significant variations

In general, the proposed Indicators reflect a number of common factors including

- (a) the latest Capital Plan update to 30 December 2014 (Quarter 3 2014/15)
- (b) the level of Capital Allocations for the Highways LTP, Education schemes and Social Services approvals announced as part of the 2015/16 Provisional Local Government Finance Settlement
- (c) updated financing of the Capital Plan reflecting (a) to (c) above, together with latest forecasts for capital receipts
- (d) updated capital financing costs reflecting (a) to (c) above.

All the Prudential Indicators relating to external debt are based on the assumption that annual capital borrowing requirements for the years 2014/15 to 2017/18 will be taken externally each year. As explained in the separate Treasury Management report on this agenda, consideration will be given however to delaying external borrowing throughout this period and funding annual borrowing requirements from revenue cash balances (i.e. running down investments). This has the potential for achieving short term revenue savings and also has the benefit of reducing investment exposure to credit risk. In making its decision on

the Revenue Budget, the County Council is asked to note that the Authorised Limit for external debt determined for 2015/16 (£398.7m - see **Item 6** of **Appendix 5**, which is in Booklet Two) will be the statutory limit determined under Section 3 (1) of the Local Government Act 2003; this statutory requirement means that a local authority shall determine and keep under review how much money it can afford to borrow in a given financial year.

A key point in relation to many (relating to debt levels and capital financing costs) of the Prudential Indicators is a proposal in the Revenue Budget report on today's agenda, to set aside up to £10m in the 2015/16 Revenue Budget for debt repayment / capital financing purposes. Because the timing and the preferred approach within the available options is not yet finalised, the impact of this is not reflected in any of the Prudential Indicators in this report, or the accompanying Treasury Management report. If implemented in 2015/16 however the expected impact would be to reduce capital debt levels (internal or external) by £10m which would achieve recurring revenue savings in capital financing charges (repayment of principal) in subsequent years.

The Executive RECOMMENDS:

- a) That the updated Prudential Indicators for 2015/16 to 2017/18 as set out in **Appendix 5** (Booklet Two) are approved
- b) That an Authorised Limit for External Debt of £398.7m in 2015/16 under Section 3(1) of the Local Government Act 2003 (paragraph 3.4) is approved.

6. Asset Management Plan: Local Policy Statement: The Asset Management Plan: Local Policy Statement has not been revised for a number of years. The draft Local Policy Statement highlights key local factors which impact on Children and Young People's Services priorities (such as the combination of extreme rurality and urban growth) to show how a mixed set of priorities is required in the LPS, including both securing viability and expanding school places. Other priorities include conforming with regulatory changes, projects aimed at modernising school facilities, and investment in the maintenance of the schools estate. The draft Local Policy Statement is attached in Booklet Two Appendix 6 - 1.

Local Policy Statements were originally introduced to help provide a mechanism for some local autonomy, that could be assessed (a satisfactory or above classification indicating DfE approval for up to 3 years). These assessments no longer occur and capital allocations are made annually on a formulaic basis. However, it would seem sensible to continue with this framework for ensuring that local prioritisation of spending on school premises is a transparent process which all stakeholders feel confident is fair and equitable.

Priorities for capital investment are influenced by both local and national factors. The Local Policy Statement highlights factors local to North Yorkshire which impact on priorities. These include high levels of pupil mobility in certain areas of the County, the number of small rural primary schools and how rurality and mobility can impact on the sustainability of some schools in North Yorkshire. It also highlights how there are some urban areas of the County where significant housing growth is proposed and how urban growth and rurality can combine to mask the true level of growing need for additional places. There was a review of primary school planning areas in 2013, which has led to a more realistic measure of need

and resulted in an increased capital allocation for the provision of additional places.

In addition to key local factors underlying some decisions about the use of schools capital, the Local Policy Statement highlights certain changes in the national context. These include the James Review's criticism of Building Schools for the Future and their recommendation that the goal for capital investment should be utilitarian designs and the creation of "fit-for-purpose" schools. It also highlights changes in capital funding, with a move away from bidding for a wide range of grants. This follows the James Review's recommendation that a single, flexible capital pot should be allocated formulaically, so that investment plans could be set which meet the demands within local areas.

Investment priorities address the following:

Basic Need The impacts of a rising birth rate and housing growth and the fact that providing sufficient school places is a statutory duty means that basic need provision is an essential priority. However, significant urban growth, extreme rurality and pupil mobility have led to a mixed strategy supporting some rural schools working together to remain viable and other urban schools expanding. This mixed strategy is reflected in the current Capital Programme and is an important element in the Council's capital planning. The current Capital Programme gives priority to securing viability through amalgamations and other school re-organisation and also to the provision of additional places.

Curriculum Delivery It is proposed to invest capital into projects which aim to bring specialist teaching accommodation at a number of schools up to modern curriculum standards. Projects aimed at improving and modernising school facilities are welcomed by many schools who tend to request support for such projects, particularly in the light of diminishing devolved capital.

Building Fabric The County Council recognises the important contribution that maintenance services can make in ensuring that children and young people have access to high quality learning environments and also to their safeguarding. The total maintenance backlog in schools is over £30M and it is therefore important that investment continues to be made. A related priority is to continue replacing the oldest temporary classrooms, where such accommodation is justified by numbers on roll.

Compliance and Regulation The authority will need to continue to invest in ensuring building related regulatory changes and compliance issues are met.

Service Change Short term investment will be required in order to meet longer term and on-going service savings requirements. Similarly, implementation of the Special Needs Review has advanced and support for phase 3, the rationalisation of special school provision, may be necessary.

Other priorities include managing risks to property, such as flood risks and drainage of school playing fields, collaboration within the community, capital to support the implementation of free school meals and inclusion.

Consultation Process the views of the Children and Young People's Service - Schools Forum, were undertaken on 15th October 2014. The main responses were that:

- While there is a section in the Local Policy Statement on the *Vision and Principles* underpinning “Young and Yorkshire”, there should be clearer support in the priorities for collaboration with the community. This could involve school use of community facilities, such as the village library.
- There should be more of an emphasis on prioritising those maintenance items that reduce running costs, so that capital investment helps to reduce revenue expenditure.
- To reflect the *Principles* underpinning “Young and Yorkshire”, there should be clearer support for inclusive projects that support vulnerable or disadvantaged children.
- The replacement of temporary classrooms should be by permanent buildings.
- Changing room and toilet refurbishments should be a priority, given the availability of devolved capital.

The Local Policy Statement (LPS) was been redrafted to incorporate these responses, where possible.

The Executive RECOMMENDS:

That the proposed asset Management Plan: Local Policy Statement is approved.

7. Establishing a Pension Board: The Local Government Pension Scheme (Amendment) Regulations 2014 requires any council that is an administering authority for the LGPS to establish a local Pension Board by 1 April 2015. A consultation on these Regulations closed on 21 November 2014, as did a separate consultation on guidance on the creation and operation of Pension Boards, and Government is expected to announce the outcomes in the very near future. As the establishment of the Pension Board requires approval by Full Council it is not possible to wait for this outcome, however the final versions of these Regulations and the guidance are not expected to include any material changes.

The role of the Pension Board will be to assist the Council as the administering authority:

- to secure compliance with the Local Government Pension Scheme regulations and any other legislation relating to the governance and administration of the LGPS to secure compliance with the requirements imposed in relation to the LGPS by the Pensions Regulator
- to secure the effective and efficient governance and administration of the LGPS for the North Yorkshire Pension Fund (NYPF)
- in such other matters as the LGPS regulations may specify

and to provide such information as it requires to ensure that any member of the Pension Board or person to be appointed to the Pension Board does not have a conflict of interest.

Attached, in Booklet Two, at Appendix 7 is the Terms of Reference for the Pension Board. This document has been drafted to comply with the Regulations and following the guidance, and in consultation with the Chair and Vice-Chair of the Pension Fund Committee and the Assistant Chief Executive (Legal and Democratic Services).

The Regulations allow flexibility on the approach to membership with certain guidelines and restrictions such as there being a requirement to have equal numbers of scheme member and employer representatives and that anyone otherwise involved in the management and administration of the Fund may not be a Board member. The number of sub-categories in this section is to provide the Council with some flexibility to appoint the most suitable candidates. The Council will need to appoint one elected Member as an employer representative through the usual procedure for committees. Although there may be other elected Members on the Board for example if nominated by a District Council, the majority of members will be non-elected individuals.

The Regulations are silent on the remit of the Board, other than as described above. The guidance merely lists a number of LGPS policy documents as suitable for consideration by the Board. Section 8 of the Terms of Reference therefore provides examples of the work that it is expected the Pension Board will undertake. As a result of this work, the Board will regularly report to the PFC (see Terms of Reference, section 11) which may include making recommendations. The PFC will need to respond to these recommendations, which could for example be to amend governance arrangements or to explain why it thinks no changes are necessary. The Board will also report annually to the Council on this work and on other issues in relation to its own operation.

Some local discretion is permitted in relation to decision making, quorum, board meetings, reporting breaches, publication of information, advice, expenses and remuneration and insurance.

All costs in relation to the Pension Board will be met by NYPF and will be addressed through its budget setting process. Known costs include the allowance payable to the Chair of the Pension Board and there will be limited administrative support costs. Should any additional support be required it is expected that officers will be the first port of call. If necessary, specialist advice will be available through NYPF's existing contractual arrangements. Included within the annual report the Board will make to Full Council will be information on the costs of operation of the Board

The Executive RECOMMENDS:

- a) That approval is given to the establishment of a Pension Board
- b) That the Terms of Reference at Appendix 7 are approved
- c) That one County Councillor is nominated to serve on the Pension Board – the appointment to be made under item 10 of the Executive Report.

8. School Admission Arrangements 2016/17: As the admission authority for all community and voluntary controlled schools in North Yorkshire, the local authority consults annually on admission arrangements. The local authority is currently required to determine its admission arrangements, which includes admission policy and admission limits, annually by 15 April each year. When changes are proposed to admission

arrangements, all admission authorities must consult by 1 March on their admission arrangements. Where the admission arrangements have not changed from the previous year there is no requirement to consult, subject to the requirement that admission authorities must consult on their admission arrangements at least once every 7 years, even if there have been no changes during that period.

Consultation must last for a minimum of 8 weeks and must take place between 1 November and 1 March in the determination year. This means that schools are consulted in autumn term each year for admissions nearly two years later. The process is, therefore, based to some degree on schools' best estimates of the numbers of requests for places informed by the local authority's forecasting model, which takes into account the patterns of parental preference over the years. Since the Council is the only body that may determine the matter, it falls to the Council in February each year. This means that in order to meet the deadline of the February County Council meeting and comply with the statutory and corporate deadlines for the process, the consultation on admissions arrangements needs to commence early in November and be completed by the following January.

On 19 December 2014 a revised School Admissions Code came into force. A major change introduced by the Code is to bring forward the timetable for determining admission arrangements from 15 April to 28 February and reduce the length of consultation from a minimum of 8 weeks to a minimum of six weeks which must take place between 1 October and 31 January of the school year before those arrangements are to apply. This change will be effective for subsequent consultations. The change is linked to the implementation of rulings by the Schools Adjudicator on objections to determined admission arrangements. Currently, admission arrangements have been determined, they can be objected to and referred to the Schools Adjudicator. Objections to admission arrangements for entry in September 2016 must be referred to the Adjudicator by 30 June 2015. For all subsequent years, objections must be referred to the Adjudicator by 15 May in the determination year.

The Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999 (SI 1999 No. 124) require local authorities to determine relevant areas for consultation on admission arrangements. The Relevant Areas for schools maintained by North Yorkshire County Council are as follows:

For Community and Voluntary Controlled Schools, the Relevant Area is the entire County of North Yorkshire, plus the City of York and the area of Bradford Metropolitan Authority served at secondary level by South Craven School.

For Voluntary Aided, Foundation, Trust Schools and Academies the relevant area for consultation is North Yorkshire County Council and admission authorities within a radius of 3 miles of the school, including admission authorities in neighbouring local authority areas. It is proposed that relevant areas for consultation remain unchanged.

With the exception of the proposed change to the catchment area of Eskdale School, (see Booklet Two, Appendix 8 - 7) it is proposed that catchment areas for all other community and voluntary controlled schools in North Yorkshire remain unchanged.

Consultation has taken place with the headteachers and governors of 3 nursery, 316

primary and 36 secondary (including middle) schools, the academy trusts of the ten converter academies, parents and other groups in the local area, the 13 neighbouring authorities and also with the relevant diocesan authorities. The consultation was published on the NYCC website, all schools were asked to display a poster promoting the consultation and providing a link to the consultation and giving details of how to obtain a hard copy of the consultation documents. This year a Facebook campaign was also undertaken with the aim of promoting the consultation more widely to raise awareness and give people an opportunity to engage. Summary analysis of the data shows that overall the campaign reached 49,264 residents via a post on their Facebook feed. The campaign resulted in 658 'clicks' through to the consultation page. At the closing date of 16 January 2015 a total of 129 online responses had been submitted (Democratic Services hold a hard copy of all responses which will be available for Members to view on the morning of the meeting). Not all respondents commented on every proposal within the consultation. In addition there are responses from the governing bodies of Caedmon College Whitby, Ripon Grammar School, Ermysted's Grammar School and South Craven School. Copies of these are attached in Booklet Two, Appendix 8 - 10. The six key areas consulted upon were as follows:

- Admissions policy [criteria for determining admissions where schools are oversubscribed]
- Admission Limits
- Co-ordinated Admission Arrangements
- Proposed Changes to the Catchment Area of Eskdale School
- Proposed Changes to the North Yorkshire Selection Testing Scheme
- Proposed Discontinuance of School Clothing Allowances

The detail of the proposals, consultation and responses are set out in Booklet Two, Appendix 8 – 1 to 10.

The Executive RECOMMENDS:

That the following Admission Arrangements are approved:

- - i) the proposed admission policy for community and voluntary controlled schools; and
 - ii) the proposed admissions policy for nursery schools, schools with nursery and pre-reception classes, appendices 1 & 2.
- the proposed published admission numbers [PAN's] for community and voluntary controlled schools as show in appendices 4 [primary] and 5 [secondary]
- the proposed co-ordinated admission arrangements which include in year co-ordination, the In Year fair Access Protocol and Managed Moves Protocol, [Appendices Section 8 – 3, 3a and 3b]

- the proposed changes to the catchment area of Eskdale School
- the proposed changes to the North Yorkshire Selection Scheme, including the discontinuance of Selection Reviews
 - (i) Two sets of tests each comprising one VR and one NVR test, using historic bank of NY questions.
 - (ii) Testing on two consecutive Saturdays.
 - (iii) Central test venue [grammar schools].
 - (iv) Discontinuance of familiarisation test.
 - (v) Discontinuance of selection reviews.
- the proposed discontinuance of School Clothing Allowances

9. North Yorkshire Local Flood Risk Management Strategy: North Yorkshire County Council (NYCC) is identified by the Flood and Water Management Act (FWMA) as the Lead Local Flood Authority (LLFA) for the North Yorkshire administrative area. Under the FWMA, the County Council has a duty to develop and maintain a Local Flood Risk Management Strategy (LFRMS) for the administrative area. In parallel, and in response to the European Union (EU) Floods Directive, the Environment Agency (EA) has a duty to develop and publish a Flood Risk Management Plan (FRMP) for each river basin catchment in the UK.

Work has been ongoing with the EA and other key stakeholders to develop these plans in a consistent, coordinated and complimentary way. This has been done this to ensure that the resulting plans maximise efficiencies, fully exploit multiple benefits, and are as clear as possible for residents and businesses in North Yorkshire. Both the LFRMS and the EA FRMP require the development and publication of specific action plans which detail the flood risk management activities that are proposed for this area. Aligning these action plans will ensure that future investment in flood risk across North Yorkshire will be prioritised and delivered effectively and efficiently. The start dates for the consultation periods for each plan were aligned to allow the greatest possible demonstration of coherence and consistency possible. The EA FRMP consultation was set to run over a three month period, whilst our own LFRMS consultation was run for a six week period. Setting a six week period for the local strategy has allowed us to incorporate our consultation outcomes in our response to the EA FRMP consultation, thus strengthening further the coherence of the plans. Our consultation was also aligned with the consultation on the City of York Local Flood Risk Management Strategy, with whom we are working very closely through the North Yorkshire Flood Risk Partnership.

The consultation exercise was developed using the guidance provided by the NYCC community engagement tool kit and was carried out using a range of tools and approaches. The feedback provided on the document has been overwhelmingly positive, both in terms of the structure of the document and in terms of the approach to flood risk management that the documents describe. Some respondents did express concern regarding the degree of publicity afforded to the launch of the strategy, and indeed the number of responses (39) received was relatively low. Since this is a strategic document, there is inevitably little detail that is directly relevant to individual residents or specific communities and this will also have impacted upon the number of responses received:

Residents 10
Community Groups 4
Other RMAs 12
EA 6
Other LLFAs 7

A particularly positive aspect of the consultation response was the very broad cross section of respondents, for whom the strategy is relevant. In terms of the nature and quality of the feedback that we have received, the consultation exercise is considered to provide a sound basis upon which the formal adoption of the strategy by the County Council can be recommended. Although all the responses received were supportive of the objectives, a small minority of respondents expressed concern with regard to the impact that the prioritisation methodology for reviewing flood incidents might have on very small communities. Though this might be a valid concern if the prioritisation approach were to be applied in isolation, it is considered that the strategy as a whole substantially mitigates this. By adopting the catchment based approach to managing flood risk that the strategy proposes, and by focusing our attention upon the development of tools and resources for community engagement and response, the greatest possible level of focus and support for small communities will be provided. Though it is not proposed that any changes are made to the prioritisation methodology, notes have nonetheless been added to Section 3 of the strategy to reflect the concerns of smaller communities.

Section 3 of the LFRMS, sets out the criteria that will apply for prioritisation, although does not set out the specific thresholds or metrics, since the document is intentionally and appropriately pitched at a strategic level. Given the significant variations in numbers of investigations that could be generated by the unpredictable nature of flood events, it is important that a degree of flexibility is retained in this regard, to enable reasonable adjustments that reflect resource availability. Oversight of this mechanism will be provided by the Corporate Director – Business and Environmental Services, in consultation with the BES Executive Members. Another noteworthy concern raised related to the degree to which the role of District and Borough Councils had been covered in the document. This element has consequently been strengthened in the final version. A more detailed summary of the responses is available in Booklet Two, Appendix 9 – 2, whilst the revised Strategy is at Appendix 9 -1.

The actions identified in the strategy are consistent with the revenue and capital funding settlements identified in the Government's 2014 Autumn Statement and are also aligned with the indicative programme for the forthcoming DEFRA six-year capital programme for investment in managing flood risk. The projects within the DEFRA six year programme have a total of £400k of NYCC contributions identified against them. This can be accommodated within the £200k annual flood risk management allocations. Once the detailed scheme costs and options are understood, there is scope for this to change, but this would only be considered in the context of additional benefits and in terms of the affordability at that moment.

An Equalities Impact Assessment has been carried out for the LFRMS, and Equality issues have been and will continue to be considered through the delivery of the strategy. All of the objectives and proposals identified within the strategy have been developed to eliminate, reduce or mitigate the impact of flooding on communities. At this strategic level, it is considered that the strategy does not have an adverse impact with respect to any of the protected characteristics. Further specific equalities impact assessments will be carried out for

specific aspects of delivery of the strategy at the delivery stage.

The Executive RECOMMENDS:

The approval of the Local Flood Risk Management Strategy.

10. Appointments to Committees and Outside Bodies: Any proposals for the reallocation of seats, if necessary to achieve political proportionality, or for changes to memberships or substitute memberships of committees, or other bodies to which the Council makes appointments put forward by the relevant political group, prior to or at the meeting of the Council, be agreed along with those listed below:

The Executive RECOMMENDS:

- (a) That County Councillor Cliff Trotter is nominated to serve on the Harrogate District Community Safety Local Delivery Team.
- (b) That County Councillor Michael Heseltine is nominated to serve on the Richmondshire District Community Safety Local Delivery Team.
- (c) That County Councillor Andy Solloway is nominated to serve on the Craven District Community Safety Local Delivery Team.
- (d) That County Councillor Steve Shaw-Wright is nominated to serve on the Selby District Community Safety Local Delivery Team.
- (e) That County Councillor Val Arnold is nominated to serve on the Ryedale District Community Safety Local Delivery Team.
- (f) That County Councillor Heather Moorhouse is nominated to serve on the Hambleton District Community Safety Local Delivery Team.
- (g) That one County Councillor is nominated to serve on the Pension Board from April 2015.
- (h) That County Council's Constitution is updated to remove Malton School Endowment from the Outside Body list.

JOHN WEIGHELL
Chairman

County Hall,
NORTHALLERTON.
10 February 2015

Council Plan 2020 - DRAFT

Big challenge, big change

The County Council has been in existence for 40 years and the challenges we face today are the largest in the organisation's history.

The economy may be starting to improve but it has become increasingly clear that austerity for the public sector is going to continue for many years yet. We have already made substantial savings – by March 2015 these will amount to £94m – at the same time as continuing to deliver a wide range of services, but we will need to save a further £74m over the next four years. In total, that is a savings requirement of £168m since 2010, against a starting budget of £500m, representing a 34 per cent reduction.

The challenge is large and we need to address it by a big change in how the Council operates. On top of the savings that we have already made, it is impossible to carry on making further significant savings by a series of piecemeal cuts and changes. Led by county councillors and the Council's executive, we have considered what key outcomes people want from the Council over the next five years, what key priorities the public would expect us to protect and what different ways of working we can put in place to modernise the Council for the five years up until 2020.

We need to modernise the Council and to change the ways that we engage with the public and the ways that we work with communities in general. Rather than always looking for ways to do things for people, local government needs to start finding ways to make things happen.

The purpose of this document is to set out the vision for that change and how we will work to achieve it. That vision is about more than just dealing with cuts, and we are determined to take this opportunity to be more efficient and develop ways of working that are better for our customers. This document sets out our approach to take us to the year 2020. We have included a delivery plan to let you know what our most important actions are for the current year. We will refresh this plan and report on progress each year.

We need your views and your help in order to make sure that we continue to look after the most vulnerable in society whilst providing the means and opportunities for those better able to look after themselves and their communities. Please let us know what you think using the contact details on the last page of this document.

John Weighell, Leader, North Yorkshire County Council.

Richard Flinton, Chief Executive, North Yorkshire County Council.

North Yorkshire is England's largest county and covers 3,103 square miles, stretching from Scarborough on the North Sea coast to Bentham in the west and from the edge of Teesside to south of the M62.

Delivering services for North Yorkshire

In such a large and sparsely populated county there are challenges to delivering services, and demands and pressures on these services are increasing.

Currently we provide a wide range of services, including:

- More than 370 schools serving around 80,000 children and young people of compulsory school age;
- Children's centres;
- Children's social care, including adoption and fostering;
- Adult social care services, including services for 5,000 older people and 3,500 adults with disabilities to help them to live at home;
- Public Health, working to improve people's health and wellbeing;
- Youth services;
- Adult education;
- Libraries;
- Responsibility for approximately 5,600 miles of roads, 1,610 bridges which we own and maintain and over 6,200 miles of public rights of way;
- Heritage and countryside management;
- Public transport;
- Street lighting;
- Trading standards and consumer advice;
- Registration of births, deaths and marriages;
- Disposal and recycling of household waste;
- Planning authority for minerals and waste issues; and
- Emergency planning

More details of services we currently provide can be found [here](#).

More information and statistics about North Yorkshire can be accessed [here](#).

Vision, values and objectives

Our vision

We have developed a shared vision with our partners which is detailed in the [North Yorkshire Community Plan 2014 - 17](#)

'We want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit.'

In order to achieve this vision we need to embrace the following values and objectives:

Values

1. Customer focus – promoting individual, family and community self-service and resilience, with additional support for the most vulnerable.
2. Care and respect – treating people as individuals and with courtesy, seeking to understand how others see things, valuing their contribution.
3. Honesty – being clear about what we are able to deliver and that we must live within our means.

4. One team – one council working with partners and communities.
5. Valuing our staff – our key asset to work and deliver for individuals, families and communities.
6. Effective local democracy – strengthening community leadership.
7. Innovative and can-do attitude – understanding what needs to be done, taking responsibility to see things through and deliver what has been agreed, identifying ways to improve services and performance.
8. Ensuring effective and efficient service delivery – both services we provide directly and those we commission from organisations in the private, voluntary and community sectors.
9. Cost effective – improving efficiency, measuring our performance and reporting how we are doing, using this information to become better at what we do.

Objectives

1. To **lead** the achievement of the vision:
 - a. Ensuring that the key issues for people and places in North Yorkshire are identified and understood.
 - b. Ensuring that there are strategies, developed with communities and partners, in place to tackle these.
 - c. Making the case for North Yorkshire.
2. To **enable** individuals, families and communities to do the best for themselves:
 - a. Supporting empowered and vibrant communities to provide a range of services for local people that fully utilise all local assets, prevent loneliness and support troubled families, and contribute to healthier lifestyles.
 - b. Providing self service facilities and ready access to relevant information and signposting – enabling customers to access information, check eligibility, carry out a self-assessment, make appointments, make online payments, and request simple services themselves.
3. To **ensure the delivery** of:
 - a. services to the most vulnerable people.
 - b. high priority services that enable a thriving county.

In order to achieve our vision and objectives we will need to fundamentally change our way of working and ensure that we have honest and open discussions with communities so that there is a shared understanding of what realistically can and cannot be provided directly or funded by the council.

We will also need to carry out effective media and communication campaigns to ensure that the council is seen as relevant by local people and is demonstrating how working differently can deliver key outcomes.

A council for the future

Looking forward to 2020 we can see that many of the services we currently deliver will continue to be vital for North Yorkshire. In addition, the Council will need to provide leadership and to help tackle some of the on-going issues that affect the lives of people within the county. So, how can we deal with all of these expectations at a time when the available resources are reducing by a third from 2010 levels?

Focussing on clear priorities

There will be a range of services that the council has traditionally provided that we will no longer be able to provide. Some services will be significantly reduced. We know we need to be absolutely clear of our intention and the level of support that we are able to provide. For

example, we have already transferred a number of libraries from being run by the Council to being run by communities. More of this will happen and we will need to be clear with our community partners how we will work with them to help community services to thrive.

Our priorities must focus on where we can provide leadership and where intervention is needed to overcome some of the on-going issues that affect the lives of people within the county. With our partners, such as district and borough councils, police, fire and voluntary sector colleagues, we have identified in the [North Yorkshire Community Plan 2014 - 17](#) three key areas which we can progress in partnership, as follows:

- Facilitate the development of key housing and employment sites across North Yorkshire by delivering necessary infrastructure investments through partnership
- Supporting and enabling North Yorkshire communities to have greater capacity to shape and deliver the services they need and to enhance their resilience in a changing world
- Reduce health inequalities across North Yorkshire – by targeting specific communities

The County Council has also identified five priorities to which it will contribute through leadership; through enabling individuals, families and communities to do the best for themselves; and through the delivery of services to the most vulnerable people and high priority services that enable a thriving county:

1 Opportunities for young people

- 1.1 Most children and young people in North Yorkshire already receive a high quality education obtain good qualifications, and succeed in life after school. Around 76% of primary and secondary school pupils attend a good or outstanding school, and over 90% of young children attend a good or outstanding early years setting. We want more schools and settings to become good or outstanding so that more children and young people benefit from a high quality education. We want more pupils to do well at school and in their early years provision, especially those who might need extra help such as looked after children, children from low-income households, and children with special educational needs or disabilities. We want more school leavers to be properly prepared to succeed in their next steps, whatever and wherever they may be.
- 1.2 We want all children to be given the opportunity to live safely, ideally with their birth families, or where necessary in alternative families. This means providing proportionate and relevant support to families and when children are in need of protection from harm, ensuring that we always explore extended family and foster care options.
- 1.3 Giving every child a healthy start in life is crucial to reducing health inequalities and increasing opportunities in the whole of people's lives. Most children and young people in North Yorkshire are healthy and have good levels of physical and emotional well-being. However, this is not true of all children or all parts of the county. There are distinct pockets of ill health, often associated with poverty. We want to reduce and ultimately remove such inequalities.
- 1.4 Growing up in such a large and rural county, for some children and young people there can sometimes be a sense of isolation, with long distances to the amenities that many of their contemporaries take for granted. Young people continue to remind us of the importance of transport links to enable them to access education, leisure, employment and gain their independence.

2 Loneliness and social isolation

- 2.1 Emotional and mental wellbeing is not just about the absence of mental disorder. It is about being able to realize your own potential, cope with the normal stresses of life, work productively and fruitfully, and make a contribution to your community.
- 2.2 Those who are lonely and isolated are at increased risk of mental ill-health. Actions to develop sustainable, cohesive and connected communities therefore have an important role in promoting good mental health as there is evidence that strong social networks help protect people against physical and mental health stress. So, innovative approaches to reducing loneliness and isolation will play its part in developing safer, supporting communities, and helping people to be more resilient and less reliant on public sector services.
- 2.3 Enabling people to regain and maintain their independence through preventative measures and re-ablement services helps them to continue to be involved in their local community. We know that people want to be as connected as possible and that meaningful social contact keeps people physically and mentally well.
- 2.4 Access to appropriate housing is key for people with care and support needs. Our commitment to Extra Care and other supported housing approaches will enable people to live in their own home with confidence that help is at hand when needed.

3 Transport links

- 3.1 As North Yorkshire is England's largest county, transport links are vital to support local economies and provide greater equality of opportunity for all by improving people's access to necessary services.
- 3.2 While greater use of the internet can improve access to certain services and networking opportunities, some element of travel will always be necessary, especially in rural areas. We need to prioritise the maintenance of the road network and work closely with transport providers and community groups to support innovative approaches to public and community transport solutions.

4 Economic opportunity for all parts of the county

- 4.1 A strong economy and employment opportunities are vital to ensure that our communities remain viable and good places to live. There is also strong evidence to show that work is generally good for physical and mental health and well-being, and can allow people to extend their social and support networks. Economic independence and stability give people greater choice and opportunities and reduce their reliance on public sector services.
- 4.2 The high quality landscape and heritage of North Yorkshire means that our visitor offer is a very important element of the county's economy. Looking after our environment helps make sure that North Yorkshire remains a special place for everyone to live, work and visit.
- 4.2 We need to work with our partners in the York, North Yorkshire and East Riding Local Enterprise Partnership and our resilient and innovative small business base, to deliver growth, quality jobs and to address long standing issues of coastal deprivation and a low wage culture in rural areas.

5 Broadband connectivity – Superfast North Yorkshire

- 5.1 Connectivity to the internet can bring huge benefits, including the ability to stay in touch with friends and family, discover a world of interactive online learning, access services, and do business with no geographic boundaries. Improved broadband is a significant enabler and our work through NYnet on the Superfast Broadband North Yorkshire project means we have been able to support business growth and our other priorities through increased connectivity.
- 5.2 A proposal to spend a further £8million of public funds has recently been approved for the project and this will extend coverage from the 86 per cent of homes and businesses in the county provided by Phase 1, to beyond 90 per cent. This second phase will start in late 2014 once Phase 1 is completed. The project vision is to get to 100 per cent coverage by the end of 2017, therefore provisional funding is also in place for a Phase 3 to start in 2015.
- 5.3 Within these priority areas, we also need to be clear about exactly what we want to achieve, focusing on targeted outcomes and identifying the best way of delivering them.

Making the change happen

The preceding sections have described the challenge and the vision upon which we need to build the future – so how do we go about making it happen?

The Council in 2020 will be smaller than it is now but it will still be vital in delivering important public services. In addition, we will:

- deliver services differently with a different mix of services provided by the Council, partners, the community and the private sector;
- have staff who will need to be more flexible and adaptable, supported by technology;
- work more effectively with communities to help them provide for themselves;
- be focused on outcomes for our customers and open to innovation;
- need to be relevant to, and provide leadership for, our communities.

One of the most fundamental changes required to make sure we achieve our vision is a change in our relationship with our customers and the communities of North Yorkshire. We will only be able to ensure the provision of the services we all value if we work together more effectively. This means that we, the Council, must:

- foster a more collaborative approach
- put customers at the heart of what we do
- talk, and listen, effectively to our customers
- involve customers more in shaping our services

All service areas are being reviewed to make sure that we are following these principles.

As part of this approach, communities and individuals will also need to be more self-sufficient. We do not expect this to just happen, and realize that we have a role to support, develop and invest in our communities by building on people's strengths. We need to continue being honest with communities about what services we can no longer provide and how we can work with them so that they can keep the services they want to keep. In their

turn, communities can take this opportunity to shape the services in their area to reflect local need.

The development of even stronger communities will have a positive effect on wellbeing and social isolation, help reduce demand on statutory services, and mitigate some of the cuts in public services. Our vision is of stronger and more vibrant communities in all parts of North Yorkshire, effectively using their skills and assets to coproduce, with the Council and others, a range of local support and services that maximises the wellbeing of local people of all ages.

The core focus for the Council, at least initially, of local support and services will be social care, libraries, transport and youth provision. A key part of this will be communities developing services and networks that support people who are vulnerable through age, frailty, disability or mental health issues to achieve their vision for a good life, to support people to contribute to their communities and to strengthen the capacity of communities to welcome and include people.

Local support and services will develop over time, as communities grow in confidence, for example including public health, community safety, families and children, and the environment, providing opportunities for innovation and imaginative community-owned solutions to local needs.

Communities will be encouraged and facilitated to bring services together rather than provide stand-alone services. This should help to provide a focal point, increased resilience, shared volunteers and a common back office.

Local support and services are likely to look and feel different in different places, reflecting local circumstances, whilst sharing a common focus and aim. The nature of leadership and ownership will vary in different places, but is likely to include local councillors, parish councils, voluntary organisations and community groups. There will be some setbacks and not every initiative will be successful initially or over time. Some communities will require additional investment by the Council to enable them to succeed, but these are likely to be the communities with the greatest potential for long-term improvements in the health and wellbeing of local people.

We will offer a menu of support to communities to help them achieve jointly agreed outcomes. Support from the Council could be specialist staff time and advice, services, asset transfer of community buildings, small start-up or equipment grants, and training. The exact nature of the support and any essential conditions will be tailored to each agreed outcome and the size and needs of the community.

Communities will be expected to contribute volunteer time and day-to-day running costs not provided by the Council. Essential conditions could be that services are open to all, people working in specific circumstances with children and vulnerable adults have Disclosure and Barring Service checks, transferred assets are owned by an appropriate legal entity, and that each supported service has an agreed development plan.

We have already begun talking to groups across the county and are actively working with a number of communities to develop and establish a range of community run services.

Progress against annual delivery plan 2014 - 2015

What have we achieved in the last year?

Achievements we have made towards the priorities in last year's Council Plan include the following examples:

Educational outcomes – We have continued to improve educational achievements including those for vulnerable groups of children, such as looked after children, and are narrowing the gap between them and other children in North Yorkshire. This is a particular priority in our [Children & Young People's Plan 2014 - 2017, "Young & Yorkshire"](#).

School improvement – From an improving position and set of 2014 results, we have begun to implement the recommendations of the North Yorkshire Commission for School Improvement in order to support and challenge schools to be good or outstanding. A new model of sector led improvement overseen by a new North Yorkshire Education Partnership will be in place by April 2015.

Special educational needs and disabilities – An integrated model of support designed to improve the preparation for adulthood of young people with special educational needs or disabilities from the age of 14 up to 25 has been developed, in consultation with partners, young people, families and carers. We have begun again in partnership work on a special educational needs and disabilities strategy for 2015 – 2018. We are continuing to develop an integrated approach to personal budgets and direct payments with health colleagues.

Safeguarding – We have continued to work well with vulnerable families to minimise the numbers of children who need child protection services. North Yorkshire has been recognised as one of the most successful areas of the country in delivering the national Troubled Families programme and we have taken up the invited to roll out the next phase of that programme early. Our safeguarding and looked after children provision overall have been rated very highly in a 2014 Ofsted inspection and our social care service was named as Social Work Employer of the Year in November 2014.

We have worked with our partners on the local Safeguarding Board to put a robust action plan in place to combat the threat of child sexual exploitation.

Extra Care Housing – The Meadowfields extra care housing scheme in Thirsk and new extra care schemes in Settle and Eastfield were completed. We launched our 'Care and support where I live' strategy and major procurement project to secure a partner to develop a large number of additional extra care housing schemes across the County. This should result in a total of 50 extra care housing schemes across North Yorkshire by 2020.

Joining up health and social care – We have been continuing, with our NHS partners to move care out of hospital and into the community and to join up health and social care.

We have developed a North Yorkshire plan with our health colleagues to provide a prevention service aimed at keeping people fit and healthy in their own homes and reducing loneliness and social isolation.

Implementing the Care Act 2014 – The Act represents the biggest change to social care in the last 60 years with new duties to support carers and to ensure that we implement a £72,000 'care cap'. The care cap will be introduced in April 2016 so we are working to make sure we are prepared for this and have everything we need in place. We have engaged with carers to discuss our new duties in relation to assessment and provision of support.

New ways of working in adult social care – We have begun to introduce a new approach to prevention, promoting independence and developing more ways for people to take control of their lives. We are focussing on keeping people out of hospital, providing care nearer to home, supporting people to do more for themselves, and working more closely with local community and voluntary sectors. These priorities are described in more detail in [A Vision for Health and Adult Services - People Living Longer, Healthier, Independent Lives](#)

Improving care for people with dementia – Six new dementia support services have been jointly commissioned with local health colleagues. These services provide Dementia Care Supporters who offer personalised help to those who have been diagnosed with dementia, and to their families and carers. We have contributed to work to establish dementia friendly communities by increasing public awareness and enabling a range of public and private sector services to consider how they can make their services more accessible to the needs of people living with dementia.

We are developing Extra Care Schemes which will have specialist units for people with dementia and have developed guidance for these schemes to enable support to be provided in a dementia friendly way.

Public health – We have agreed and begun to implement our Alcohol strategy, which aims to reduce the avoidable health and social harms caused by alcohol and turn the tide on excessive drinking.

New substance misuse services have been implemented across the County. These services are simpler for people to use and access and are focused on helping and supporting people to recover from substance misuse and dependence.

We are developing our approach to prevention, both through the Stronger Communities programme and targeted prevention in adult social care and public health. Prevention Officers will help with this work, as will a range of initiatives around issues such as falls prevention and bereavement.

Local Enterprise Partnership (LEP) – The LEP has successfully secured £110m from government to put in place the structures to support economic growth. This includes £24m for highways maintenance. In addition £97m of European funding has been secured for 2015 – 2021 to promote innovation, business support and skills. We have considered, with our partners, the possibility of creating a combined authority structure to strengthen the pooling of resources and collective decision making in the region and to make clear requests to government around what additional funding and powers should be devolved to a local level.

Highways – We secured significant additional capital funding for highways maintenance. On top of our annual central government allocation of approximately £25m, we secured an additional £10m from other central government funds, and over £7m from other County Council funding. This has helped us to continue to implement our programme of over 1000 highway maintenance schemes.

In addition we have allocated a total of £15m extra funding for highway maintenance for the period 2015 - 2021 and have been successful in a highly innovative bid to Government for an extra £24m for highway maintenance to cover the period 2016 - 2021, as mentioned above.

Approximately £5m of the additional funding from the Government and £5m of the additional funding allocated from other County Council resources has been targeted at repairing or preventing [potholes](#) on some of the poorest roads in the County. This additional funding will allow us to repair an additional 130km of road, filling in approximately 200,000 potholes. Updates on the pothole repair programme can be found at www.northyorks.gov.uk/potholefund.

Tour de France – The Tour de France took place over the weekend of the 5 and 6 July 2014 and has been widely recognised as a resounding success. Coverage in the media and feedback from those attending has been extremely positive. The County Council

successfully delivered all of its responsibilities working collaboratively with a range of partners.

We have carried out work to understand the economic impact of hosting the Tour de France and how this relates to North Yorkshire. The tour brought an additional £102m to the economy of Yorkshire. We have continued to progress work to maximise the raised profile of cycling with an emphasis on children, families and public health benefits.

Waste – A multi-million pound waste disposal facility to deal with household waste generated in North Yorkshire and the City of York was agreed. The facility, at Allerton Park, near Knaresborough, will treat the household waste left over after recycling and composting (plus some commercial waste from local businesses and offices) through anaerobic digestion and energy from waste incineration. It will result in a significant reduction in North Yorkshire's and York's 'carbon footprint', provide a boost to the economy, and produce enough electricity to power a town the size of Harrogate.

Building work started in November 2014, and it is expected that it will take approximately 3 years to build and bring into use.

'Better Together Programme'- We continue to work closely with Selby District Council (SDC) on our innovative collaboration, the 'Better Together' Programme. This includes a jointly appointed Chief Executive and Assistant Chief Executive, and we are working towards other joint roles, shared management and integrated assets, teams and services, with the aim of improving services for citizens and reducing costs.

We want to deliver front line services seamlessly within the area to benefit local communities. We are helping customers to be more self-sufficient and supporting communities to be less reliant on public services and better placed to design and deliver services in partnership with both councils. We have secured £692,000 from central government's Transformation Challenge Award to help move this work forward.

We are working with others, including health partners, other local councils, the police, voluntary sector and others through local Community Engagement Forums. Together we will redesign services for the needs of our shared customers and provide different ways for them to access services that make the most of our reducing resources and, where possible, improve service provision.

Other significant achievements of the programme have included the appointment of a joint business administration management post, which will create greater flexibility in the business support that we offer both organisations. We have also worked together to update the infrastructure of the SDC website. Building upon the shared telephone system in both councils, we now share a framework for print and photocopying which has achieved significant savings. We are also looking at e-post and a paperless approach.

We have moved our registrars' service to SDC's civic centre. Customers can now use newer facilities and improved parking at the Doncaster Road site. We have also reduced costs by using the same facilities. We are also talking to colleagues in housing and health about opportunities for shared facilities for adult social care, particularly those teams supporting people to live in their own homes.

Annual delivery plan 2015 - 2016

We have pinpointed the following key actions we need to take this year:

- **Stronger Communities** Support the development of community run services across the county, focussing on libraries, transport, youth provision and services which improve the health and wellbeing of older people, vulnerable adults and carers.
- **Highway Maintenance** Maintaining the highway is the County Council's top transport priority. We expect to spend £37m of capital funding on highway maintenance in 2015/16, well above the normal level of funding allocated from central government after successful funding bids made in 2014/15. The County Council will continue to lobby Government for additional maintenance funding, will continue to seek innovative alternative sources for maintenance funding as they become available, and will continue to work with our highway contractors to ensure that our highways maintenance funding is spent as efficiently and effectively as possible.
- **Devolution** – We will take the opportunity afforded by the current debate on regional devolution following the Scottish referendum, to work with other organisations and partners to develop appropriate devolution proposals for North Yorkshire
- **Adult social care prevention services**, which forms part of a fundamental transformation of the way in which adult social care operates. Services will improve the lives of the people of North Yorkshire by supporting them to live longer, healthy and more independent lives.
- **Better integrated working with Health** – working together with our NHS colleagues on the Health and Wellbeing Board we are taking opportunities to align our services and also to invest in new NHS community services.
- **Implementing the Care Act** – The Act represents the biggest change to social care in the last 60 years with new duties to support carers from April 2015. We will make sure there is a 'vibrant' care and support market in place and that we implement a £72,000 'care cap'. The care cap will be introduced in April 2016 so we are working to make sure we are prepared for this and have everything we need in place. We have engaged with carers to discuss our new duties in relation to assessment and provision of support.
- **Developing care and support services locally** - we will roll-out the next phase of our flagship Extra Care programme and also develop other supported living arrangements.
- **Public Health** –working with colleagues across the county and in the NHS to improve health by supporting prevention, lifestyle and recovery services. Our aim is for a Distinctive Public Health programme for North Yorkshire which tackles those issues which are particularly relevant to the county such as obesity, loneliness and winter warmth.
- **Education** - We want more children and young people to attend good or outstanding educational provision. We will as a result:
 - release resources and engage more schools and setting in providing improvement support to one another through local sector led Improvement Partnerships
 - establish a new North Yorkshire Education Partnership holding an overview of all school performance, organisation and funding issues
 - retain a strong school improvement service to deliver targeted improvement in schools in the most challenged circumstances
- **Children with additional needs** - We want children and young people with additional needs to receive more integrated support. We will as a result:
 - re-commission with health the meeting of speech language and communication needs

- on a partnership basis, improve the transition of disabled children to adulthood
- enhance our collective capacity to support those young people with emotional and mental health needs
- **Support for families** - We want to reduce the numbers of children in care and provide better integrated early support to children and families. We will as a result:
 - introduce a new 0-19 prevention service, which will provide targeted, early intervention to children, young people and families in need of additional help and support.
 - re-commission the 0-5 element of the Healthy Child Programme, including health visiting services across North Yorkshire, and the implementation of new teams delivering the new 5 to 19 Healthy Child programme.
 - enhance our Edge of Care work through a new innovation programme jointly funded by national and local funding
 - implement Phase 2 of the Government's Troubled Families Programme, which will focus on families in challenging circumstances, providing support to enable families improve their lives and to become active and engaged in education and employment or training.

Our funding

Revenue spending Council Tax

The total cost of services North Yorkshire County Council provides will amount to £XXXm in 2015/16. A breakdown into our services and how it is funded is as follows:-

PIE CHART to be added when budget agreed by Council

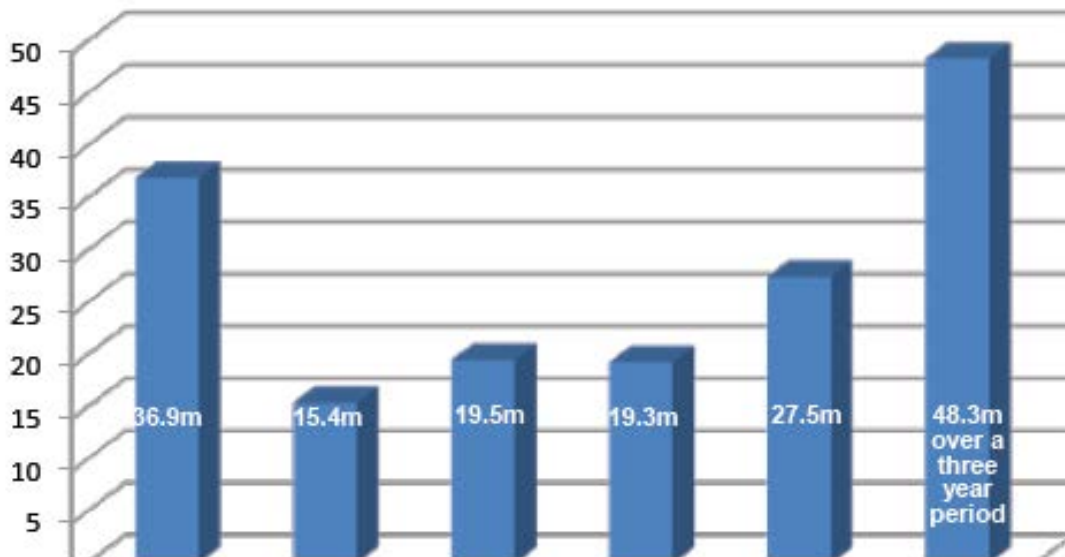
Council Tax

The council tax charge for 2015/16 for a band D property is £XX. The actual sum paid however, depends on which valuation band individual properties fall into. There are eight valuation bands, A to H.

Savings to be found

The funding provided by central government to local authorities to deliver their services has been significantly reduced in recent years and this is expected to continue into future years. This presents a considerable challenge and the county council faces difficult decisions on spending and service provision over the coming years.

To compensate for these significant reductions in government funding, together with managing inflation, tax increases, growth in the demand for our services and other additional spending pressures, a comprehensive package of savings and cost reductions totalling £166.9m (about one third of our total spending excluding schools) over an eight year period is being implemented as follows :-



Capital spending

In addition to the revenue budget, the county council also plans to spend £XXm on capital projects in 2015/16. A breakdown into our services and how it is funded is as follows:-

PIE CHART to be added when budget agreed by Council

Equality Impact Assessment (EIA): evidencing paying due regard to protected characteristics

2020 North Yorkshire Council Plan

If you would like this information in another language or format such as Braille, large print or audio, please contact the Communications Unit on 01609 53 2013 or email communications@northyorks.gov.uk.

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।
如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。
اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔



Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people to find completed EIAs we also publish them in the Equality and Diversity section of our website. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.

Name of Directorate and Service Area	Central Services, Policy and Partnerships
Lead Officer and contact details	Deborah Hugill Deborah.hugill@northyorks.gov.uk 01609 532978
Names and roles of other people involved in carrying out the EIA	
How will you pay due regard? e.g. working group, individual officer	This overarching EIA has been carried out by an individual officer with advice and assistance from colleagues. Individual EIAs have or will be carried out on each of specific service changes in the Council Plan delivery plan for 2015-16 and the methods used will vary appropriately.
When did the due regard process start?	September 2014
Sign off by Assistant Director (or equivalent) and date	Neil Irving, Assistant Director Policy and Partnerships

Section 1. Please describe briefly what this EIA is about. (e.g. are you starting a new service, changing how you do something, stopping doing something?)

The Council Plan is the County Council's overall high level strategic plan which translates the priorities of the North Yorkshire Community Plan into the contributory actions needed by the County Council. It is the public facing document expressing the Council's 2020 vision for modernising and refocusing the organisation to enable it to achieve the major budget savings which will be required.

The Council Plan is also the key strategic document which sets the performance framework for all Council services. As such the Plan does not contain detailed information about specific service delivery. Detail at service level has been and/or will be impact assessed by directorate colleagues.

The individual elements of the Plan are also subject to specific and separate impact assessments as part of the budget decision making process. Members in agreeing the budget will also take into account compounding factors, such as the rural nature of the County.

Section 2. Why is this being proposed? (e.g. to save money, meet increased demand, do things in a better way.)

The purpose of the plan is inform stakeholders including elected members, officers, partners, the public, and the Department of Communities and Local Government (DCLG) about the Council's 2020 vision, how the Council sees its role going forward and the priorities for this smaller, more focussed organisation. This vision has been developed in response to cuts to local government funding so saving money is clearly a vital outcome but it is also important to grasp the opportunity to achieve efficiencies and improve the customer experience where this is possible. The delivery plan gives performance information, plans for the coming year and the budget position.

Section 3. What will change? What will be different for customers and/or staff?

The objectives in the North Yorkshire 2020 Council Plan focus on providing leadership on the key issues for people and places in North Yorkshire, enabling people to do more for themselves, and ensuring the delivery of infrastructure services to enable a thriving county and services to the most vulnerable people.

General changes will include:

- The council will no longer be able to provide some services that it has traditionally provided
- Some services will be significantly reduced
- Some services will be community run or delivered by organisations other than the council
- Some eligibility thresholds for support will be higher
- There will be more need for customers to self-serve using digital technology
- The council will employ less staff

Specific changes to services are being developed as part of the Council's 2020 change

programme and each project within this programme will be subject to a separate equality impact assessment, and where relevant, consultation. There is also work underway to assess cumulative impacts of the programme through aggregation of information from these individual assessments.

Budget cuts will need to be made in future years as detailed in the Medium Term Financial Strategy. Current information suggests that an additional £73m reduction in the County Council's budget to 2019 is anticipated. The 2020 programme is predicated on these figures but some savings proposals are not scheduled to take effect until the later years.

Section 4. What impact will this proposal have on council resources (budgets)?

Cost neutral? No
Increased cost? No
Reduced cost? Yes

Please explain briefly why this will be the result.

The 2020 North Yorkshire Council Plan will have significant financial implications as it outlines the key programmes of work that will be carried out, all of which have been identified during development of the Medium Term Financial Strategy.

Section 5. Will this proposal affect people with protected characteristics?

Protected characteristic	If so, why will it have this effect? State any evidence you have for your thinking.
Age	<p>The objectives within the plan seek to protect the most vulnerable residents, which will include many older people. One of the priorities relates to reducing loneliness and social isolation, which whilst not exclusively a phenomenon associated with old age, is more prevalent in older age groups. Key actions for 2015/16 include adult social care prevention services and better integrated working with health. Social care services are more likely to be used by older people, in particular by those aged 85+ and the aim is to provide appropriate services to the most vulnerable. The effect of these high level aims will be to protect services for older people, where this is possible.</p> <p>Protecting the most vulnerable will also have beneficial effects on younger people. One of the priorities in the plan also relates to improving opportunities for young people. Key actions include the introduction of a new 0-19 prevention service, re-commissioning the 0-5 element of the Healthy Child Programme, and implementing Phase 2 of the Government's Troubled Families Programme, all of which will have beneficial effects on the most vulnerable young people's lives.</p> <p>Specific service changes may have a disproportionate impact on different age groups. When specific service changes are identified these will be highlighted in the EIAs undertaken as part of the process.</p>

Disability	<p>Key actions for 2015/16 relating to development of adult social care prevention services and better integrated working with health should support those more affected by disability. Introduction of a new 0-19 prevention service should improve outcomes for disabled children.</p> <p>Specific service changes may have a disproportionate impact on disabled people. When specific service changes are identified these will be highlighted in the EIAs undertaken as part of the process.</p>
Sex (Gender)	<p>There is likely to be an indirect benefit to women from activities benefiting people vulnerable due to age and possible resultant disability. This is because women tend to live longer than men. In addition women are more likely to provide unpaid care so should benefit from actions to better target social care provision on the most vulnerable.</p> <p>Specific service changes may have a disproportionate impact on different genders. When specific service changes are identified these will be highlighted in the EIAs undertaken as part of the process.</p>
Race	No identified differential impact. During specific service changes any impacts will be highlighted as part of the specific EIAs undertaken.
Gender reassignment	No identified differential impact. During specific service changes any impacts will be highlighted as part of the specific EIAs undertaken.
Sexual orientation	No identified differential impact. During specific service changes any impacts will be highlighted as part of the specific EIAs undertaken.
Religion or belief	No identified differential impact. During specific service changes any impacts will be highlighted as part of the specific EIAs undertaken.
Pregnancy or maternity	No identified differential impact. During specific service changes any impacts will be highlighted as part of the specific EIAs undertaken.
Marriage or civil partnership	No identified differential impact. During specific service changes any impacts will be highlighted as part of the specific EIAs undertaken.

Section 6. Would this proposal affect people for the following reasons?

Reason	If so, why will it have this effect? Give any evidence you have.
Live in a rural area	The higher costs of delivering some services to rural areas make it probable that there may be disproportionate impact on those who live in a rural area. When specific service changes are identified this will be highlighted in the EIAs undertaken as part of the process.
Have a low income	The on-going drive to encourage more volunteering within certain services to help communities become more self-sustaining may help people currently unemployed or under-employed to benefit from an opportunity to learn new skills and perhaps become more employable.

Section 7. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men?) State where this is likely to happen and explain what you think the effect will be and why giving any evidence you have.

Detail at service level has been and/or will be impact assessed by directorate colleagues.

Section 8. Only complete this section if the proposal will make things worse for some people. Remember that we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us.

Can we change our proposal to reduce or remove these adverse impacts?

Equality impact assessments for specific service changes will identify mitigating actions where possible.

Can we achieve our aim in another way which will not make things worse for people?

Equality impact assessments for specific service changes will identify mitigating actions where possible.

If we need to achieve our aim and can't remove or reduce the adverse impacts get advice from legal services. Summarise the advice here. Make sure the advice is passed on to decision makers if the proposal proceeds.

Section 9. If the proposal is implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)

The delivery plan will be reviewed annually in a process involving relevant officers, Management Board, the Executive and full County Council. A six monthly progress report will be taken to Corporate and Partnerships Overview and Scrutiny Committee.

Key actions in the delivery plan will also be part of regular performance monitoring in the relevant service area.

Within the 2020 change programme, work to understand the cumulative impacts of service change will continue and be reviewed at Corporate Equalities Group, 2020 Operational Group and 2020 Programme Board.

Section 10. List any actions you need to take which have been identified in this EIA

Action	Lead	By when	Progress
Ensure that individual plans relating to the specific service changes contributing to achieving the broad outcomes of the 2020 North Yorkshire Council Plan are appropriately assessed to identify any potential equality impacts on people with protected characteristics before specific decisions are taken.	Will depend on service: likely to be appropriate Assistant Director	As plans are developed and before specific decisions taken	
Ensure that any cumulative impacts on people with protected characteristics are identified by providing an overview of individual plans	Corporate Equalities Group	As plans are developed and before specific decisions taken	