



Agenda

Meeting Corporate and Partnerships Overview and Scrutiny Committee

To: Councillors Andrew Williams (Chair), Bryn Griffiths (Vice-Chair), Chris Aldred, Karl Arthur, Derek Bastiman, Nick Brown, Kevin Foster, Tim Grogan, Robert Heseltine, David Ireton, Tom Seston, Subash Sharma, Phil Trumper, Greg White and 2 x Vacancies.

Date: Monday, 29 September 2025

Time: 10.30 am

Venue: The Grand - County Hall

Business

1. **Apologies for Absence and Notification of Substitutes**

2. **Minutes of the Call-in Meeting held on 11 August 2025** (Pages 3 - 8)

3. **Declarations of Interest**

All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.

4. **Public Participation**

Members of the public may ask questions or make statements at this meeting if they have given notice to Melanie Carr of Democratic and Scrutiny Services and supplied the text (contact details below) by midday on Wednesday 24 September 2025, three working days before the day of the meeting. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

If you are exercising your right to speak at this meeting, but do not wish to be recorded, please inform the Chair who will instruct anyone who may be taking a recording to cease while you speak.

5. **Community Safety Bi-annual Update** (Pages 9 - 20)

6. **Localities Bi-annual Update** (Pages 21 - 30)

7. **Update on Transformation Portfolio** (Pages 31 - 76)

A progress update on the transformation activity within the council, including the draft

Customer Experience Strategy and draft Corporate Property Strategy.

8. **Work Programme 2025/26** **(Pages 77 - 80)**
Purpose of the Report – To consider, amend and adopt the committee's work programme for the remainder of the municipal year.
9. **Any Other Items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances
10. **Date of Next Meeting - 15 December 2025**

Members are reminded that in order to expedite business at the meeting and enable Officers to adapt their presentations to address areas causing difficulty, they are encouraged to contact Officers prior to the meeting with questions on technical issues in reports.

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. You may be interested in [subscribing to updates](#) about this or any other North Yorkshire Council committee.

Recording is allowed at Council, committee and sub-committee meetings which are open to the public. Please give due regard to the Council's protocol on audio/visual recording and photography at public meetings. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive.

Anyone wishing to record is asked to contact the Democratic Services Officer (details below) prior to the start of the meeting.

Contact Details

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Barry Khan
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Legal and Democratic Services
County Hall
Northallerton

Friday, 19 September 2025

North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

Minutes of the remote meeting held on Monday, 11 August 2025 commencing at 10.30 am.

Councillor Andrew Williams in the Chair. Plus Councillors Karl Arthur, Kevin Foster, Tim Grogan, Robert Heseltine, David Ireton, Tom Seston, Subash Sharma, Phil Trumper, Caroline Dickinson, Roberta Swiers and Peter Wilkinson.

In attendance: Councillor Carl Les.

Officers present: Karl Battersby, Chris Bourne, Barry Khan, Gary Fielding and Melanie Carr.

Other Attendees: Councillors Janet Jefferson and Liz Colling.

Apologies: Councillors Bryn Griffiths, Chris Aldred, Derek Bastiman, Nick Brown and Greg White.

Copies of all documents considered are in the Minute Book

62 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors Chris Aldred, Derek Bastiman, Nick Brown, Bryn Griffiths and Greg White. A number of substitutes attended as follows:

- Councillor Roberta Swiers substituted for Councillor Greg White
- Councillor Caroline Dickinson substituted for Councillor Nick Brown
- Councillor Peter Wilkinson substituted for Councillor Derek Bastiman

63 Minutes of the Meetings held on 9 June 2025 and 16 June 2025

Resolved – That the Minutes of the meetings held on the 9th and 16th June 2025 be confirmed and signed by the Chair as a correct record.

64 Declarations of Interest

There were no declarations of interest made.

65 Public Participation

There were no public questions or statements received.

66 Chair's Introduction

The Chair welcomed members to the meeting and drew attention to the report which detailed the reason why the call-in meeting had been arranged.

He confirmed the Committee was required to determine whether the Executive's decision should be upheld, requiring no further action to be taken, or referred back to the Executive

for review, or referred to Full Council. He also confirmed the process the meeting would undertake and the order in which he would invite the attendees to speak.

67 Call-in of the Executive Decision - Harbour Infrastructure West Pier Inner Sheet Piling Strengthening award of Contract

Considered – A report of the Corporate Director for Environment seeking a decision on whether to refer the Executive decision of 15 July 2025 back to the Executive; to refer it to Full Council; or to take no further action.

The Chair invited Cllr Janet Jefferson, as signatory of the Call-In notice, to present her reasons for the call-in. Cllr Jefferson thanked members for attending the meeting, and confirmed she had wanted to raise her concerns at the Executive meeting at which the original decision had been taken on 15 July 2025, but was unable to participate as a result of technical issues with joining the meeting remotely. She went on to read out the following statement:

“My call in today (together with my supporters) relates to the fact that we do not believe that North Yorkshire Executive were made aware within the Legacy Harbour Project of the alternative option of replacing steel sheet piling which would have extended the life of the West Pier from 10 to 50 years and the added advantages this would bring,

The Executive appeared to have little information with regard to the potential of a 10 year repair and a 50 year replacement - This was a Scarborough Borough Council (SBC) legacy project dating back to 2021 (four years ago) and we are a new Unitary Authority – We need a lasting legacy for Scarborough Harbour with long term plans to bring sustainability and secure employment – we need security for 50 years not 10 years.

The West Pier, formed using steel sheet piling, dates back to the late 1980's – it is not only the main fish landing area in Scarborough Harbour and where the vessels are moored, but also provides load bearing with a combination of the weight of the land that the wall retains together with the weight of the buildings on the pier – with additional buildings and infrastructure proposed under the West Pier Development. If they had seriously considered replacement of the steel sheet piles, this would not only have secured 50 extra years life of the Pier but also taken on board the introduction of the 'Blue Sky Thinking Project' and the essential infrastructure needed for the boat hoist.

Executive Members should have been informed of the various survey reports dating back to the 2011 Whitby and Scarborough Harbour Walls Diving Survey and Report, the Northern Divers report of 2021 (which is what the SBC Legacy report took on board) and the Neom (PM Diving Services) partial survey/report of 2023 - emphasising how over the past 45 years existing steel sheet piles had suffered with corrosion because of harsh salt water and the phenomenon known as ALWC (Accelerated low water corrosion) which seriously caused deterioration of the steel pile and thus reducing the structures lifespan.

The report referred to the Harbour Account being in deficit with insufficient funds to pay for the Legacy Project and confirmed that an interest free loan would have to be provided, What about the £15 plus million that was transferred by SBC for legacy projects. Also and most important, bearing in mind my query with regard to the Whitby Court ruling, I have been given to understand as Castle Division Councillor, that there are further challenges to the Council's accounts and that the quantum of the Scarborough Harbour reserve is being challenged and if predictions are correct, monies that could be owed to Scarborough Harbour are substantial and will in turn pay for replacement steel sheet piling and other infrastructure plans.

The report also stated that the Scarborough Harbour had limited opportunities for revenue generation. I queried within the call in, if this was the case, why the Council were proposing to appropriate Building number one from Scarborough Harbour to general funds (which would have taken away potential revenue)? Apparently this is not now the case as the Council no longer requires the appropriation – stating the Whitby Court case concluded ancillary uses such as a restaurant could operate – concluding that if it did become a Restaurant rental income from such use would be ring-fenced to the harbour authority account. I also asked within the call-in, if the Council would confirm that it is progressing new opportunities for income generation and the sustainability of Scarborough Harbour such as offshore wind energy and the introduction of a boat hoist. Officers stated that the reason for the call-in did not relate to the decision taken by the Executive with regard to Steel Sheet Piling – Well I am afraid it does. However the response is that the Council has confirmed on numerous occasions that it is pursuing new opportunities for income generation and sustainability of the Harbour. This opens up another question – what new opportunities is the Council actually pursuing? Are these included within the awaited harbour strategy and is there a business case to support?

We seem to have more questions than answers, including the monies that should have apparently been ring-fenced over a long period into the Scarborough Harbour Account. The stabilisation of the West Pier by replacement of new steel sheet piling as stated will extend the life of the pier by 50 years, so vital to our Fishing and Leisure craft industry and the town's economy – it will also help implement the Blue Sky Initiative and provide the infrastructure for the Boat Hoist and wind farm energy connections which together with the new sponsored Maritime Engineering Courses at our UTC will secure future generational employment, local skilled employment and make Scarborough Harbour sustainable.

Members should have received an email with copies of the Survey reports from Bob Roberts a harbour user, together with an email from Robin Gray on behalf of members of Scarborough Harbour Advisory Board, of which he is chairman – setting out through experience/knowledge their views on this and future Scarborough Harbour Development.

Should the issue of steel sheet piling be paused/deferred until we see exactly what the financial situation is with regard to the reserves of the Harbour Authority Account at Scarborough – bearing in mind also the proposed Scarborough Harbour Strategy which will be going forward to the Scarborough and Whitby Area Constituency Committee and proposed West Pier Development Plans.”

The Chair thanked Councillor Jefferson for her statement and invited Karl Battersby - Corporate Director for Environment, to respond. The main points of his response were as follows:

- The proposed scheme was for repair of 15 piles, in line with the legacy scheme inherited from SBC.
- The pier as a whole was not at the end of its service life.
- The cost of repairing the faulty piles was £1.8m, whereas the cost of replacement would be c£5m.
- The Council had all the appropriate technical data to back up the proposal to repair.
- In principle the Council had no issue with undertaking a wider scheme, but as yet there were no costings for such a scheme, and it would take some time to work up those costs during which time the damaged piles would further deteriorate.
- It made sense to repair the faulty piles now to prevent further corrosion.
- The proposed repairs would last 10 years allowing sufficient time to consider the future of Scarborough Harbour.
- The consideration of future opportunities for income generation were not related to the decision called-in.

The Chair invited Councillor Mark Crane, the Executive Member for Open to Business to respond, and the points he raised are summarised below:

- The alternative schemes being raised, such as the Blue Sky Scheme, were not related to the decision that had been called in.
- The called in decision was specifically about the emergency repairs needed to West Pier, not about the need for a wider regeneration scheme.
- The Council did not have the necessary funding available to consider a wider regeneration scheme at this time.
- The Council would welcome the opportunity to regenerate the Scarborough Harbour area in the future, subject to the required funding being externally sourced.

Councillor Liz Colling, a Scarborough Councillor, confirmed she had attended the July meeting of the Executive at which the decision had been taken, and she confirmed her support for that decision to ensure the continued use of the harbour.

The Chair invited debate and comment from the committee, and in response to members' questions, officers confirmed the following:

- Three detailed surveys had been undertaken to identify the thickness of each pile and the size of the voids behind them, but the exact size of the voids behind the holes in the damaged piles was not clear.
- Every day the holes were getting larger as a result of tidal erosion.
- The advice from specialist engineers was that the repairs were needed now.
- It was not clear whether further damage would be identified once the repairs works were underway, or whether the voids behind the damaged piles would be found to be larger than expected.
- The works would be undertaken by specialist marine engineers and as part of their contract they would be liable for any additional works identified as necessary to repair the holes and fill the voids.
- No design had been prepared for a longer term fix involving replacement of the damaged piles. Replacement would involve inserting new piles a metre in front of the existing piles and then backfilling behind them with concrete.
- It would take a year+ to design and agree a contract for a replacement scheme, during which time the damaged piles could fail resulting in harbour closure.

Councillor Jefferson suggested too much emphasis had been given to the cost of the Blue Sky Initiative and that it was being used to divert from the fact that the steel sheet piling needed replacing not repairing, which would not only extend the life of the West Pier but help future initiatives to develop, such as the Blue Sky Initiative and provision of a boat hoist.

She emphasised her work in Construction at Director level for over 20 years, albeit not Marine construction and that she had been a member of the Scarborough Harbour Users since 1999 and was also during that period Cabinet Member for Harbours for some 4 years. She also drew attention to the Harbour account and the legacy SBC reserves which had since transferred into North Yorkshire Council reserves.

In reference to the legacy SBC project from 2021 to replace the Steel Sheet pilings, Councillor Jefferson raised concerns that it had taken four years to reach the stage where the repair work was to start, and expressed concern that the proposed repair work may not fulfil the job needed and may exceed the costings.

Gary Fielding, Director for Resources provided clarity on the financial position by confirming:

- Based on the recent Whitby Harbour judgement, the income and spending from harbour related activities had been ringfenced for both Whitby and Scarborough harbours.

- There was currently circa £700K ring-fenced funding for Scarborough harbour.
- The cost of the repair scheme approved by the Executive in July 2025 was £1.84m.
- Regardless of the recent Whitby harbour judgement, the Executive had agreed to help finance the Scarborough harbour repair scheme by underwriting the project using NYC's other reserves. This would be repayable to the Council once there was sufficient funds available within the Scarborough Harbour account.
- As it currently stood, there was insufficient ring-fenced funding to fund a wider regeneration scheme in the future. Any such future scheme would only be possible with the help of additional funding either externally or from the Council's general fund.

In summing up her views, Councillor Janet Jefferson confirmed she was not satisfied with the feedback from officers and suggested the proposed approach was shortsighted and a potential waste of the £1.8m.

The Executive Member for Open to Business reiterated there was insufficient funding to enable a replacement scheme even if officers were given a year to work up an appropriate scheme and agree a contract. He also reiterated that NYC did not currently have the necessary funding for a longer term wider harbour regeneration scheme such as the Blue Sky Scheme, regardless of its merits.

Taking all of the information provided into account, the Chair asked Members to vote on the call-in. Based on a show of hands (11 in favour and 1 against) it was agreed that it was necessary to progress the planned repair scheme to prevent the potential for further damage leading to the closure of the harbour, and that the Executive had made a sound decision based on the appropriate evidence being considered. It was therefore

Resolved: That the decision of the Executive taken on 15 July 2025 be upheld and no further call-in action be taken.

As a result, the decision made at Executive on 19th March 2024 came into immediate effect.

68 Date of Next Meeting - 29 September 2025

The meeting concluded at 11.20 am.

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North Yorkshire
Community Safety Partnership

Bi-Annual Update- Community Safety Plan Delivery and Partnership Working

September 2025

1.0 Purpose of this Report

- 1.1 To update on the partnership working around the priority areas agreed and implemented by North Yorkshire Community Safety Partnership.
- 1.2 The Crime and Disorder Act 1998 places a statutory duty on local authorities to create multi-agency partnerships to tackle crime, disorder, anti-social behaviour and other behaviours adversely affecting the local environment and to reduce re-offending. The world of community safety continually changes and the need for partners to work together is essential.
- 1.3 Since the last update in March 2025, this report focuses on updates from across the priorities, including
 - Community Safety Hubs- further cross directorate development, consistent approaches to ensure effective performance and reporting to Area Constituency Committees
 - Serious violence- revised strategic needs assessment
 - Domestic abuse- findings from a Joint Targeted Area Inspection. Publication of a Domestic Homicide Review 'Ellie'
 - Hate crime- multi-agency conference and monitoring of community tensions
 - Prevent- Home Office annual assurance exercise of local arrangements. Revised national guidance following Southport.
 - Protect and Prepare- implementation of new legislation (Martyn's Law).

2.0 North Yorkshire Community Safety Partnership Strategic Priorities (2024-2028) [NYCSP Strategy Plan 2024-2028.pdf](#)

2.1 Community Safety Hubs (operational delivery of statutory duties)

Dealing with crime, fear of crime, anti-social behaviour (ASB), community tensions and creating safer communities through a problem-solving approach.

2.2 Preventing and reducing serious violence (statutory duty)

Implementation of the Serious Violence Duty to prevent and reduce serious violence, including identifying the kinds of serious violence that occur within our communities. North Yorkshire and York Serious Violence Strategy 2024-2029 [NYY-SVD-Strategy-2024-29-v1-FINAL-1.pdf](#)

2.3 Domestic abuse (statutory duty) Deliver on the North Yorkshire and City of York Domestic Abuse Strategy 2024-2028. (Statutory duty) [North Yorkshire and City of York Domestic Abuse Strategy 2024-2028](#)

2.4 Standing together to tackle hate crime, radicalisation and extremism (statutory duty) The Prevent duty aims to stop people from becoming terrorists and supporting terrorism, and community cohesion plays a vital role in this by fostering strong, positive relationships between people from different backgrounds. [Prevent | North Yorkshire Partnerships](#)

3.0 Community Safety Hubs

3.1 The 7 Hubs across North Yorkshire have focused on a number of key priorities.

- Consistent approaches across the Hubs (problem solving, intelligence led, early intervention, community engagement, enforcement when needed)
- Review of roles and responsibilities of core Hub staff (police and local authority roles), ensuring uniformity, sharing of good practice, effective delivery
- Working alongside Neighbourhood Policing Teams and other partners, strengthening the Hub model. Ensuring linkages with other appropriate services, when engaging with an individual or a community
- Increased awareness of the tools and powers available
- Performance reporting, demonstrating the effective work of the Hubs, including case studies.

The Community Safety Hubs host regular MAPS (Multi Agency Problem Solving meetings), following referrals which may be person/ locational specific and identify clear actions and outcomes. These cases are usually complex in nature and require a robust multi-agency approach. Since the last update further action and discussions have taken place with senior colleagues in Health and Adult, Children and Families Services and Public Health to ensure our cross-directorate arrangements are effective and the correct teams and leads are involved. Appendix 1 includes a Hub case study that highlights the complexity of the cases in the Community Safety Hubs and the need for effective collaboration.

3.2 This report focuses on the work of the partnership, but North Yorkshire Police provide data and statistics to the public, to give assurance around the tackling of local crime.

[Performance for North Yorkshire Police | Police.uk](#)

- 3.3 Staff in the Hubs (Local Authority and Police) use a shared case management system, Orcuma, to record 'enquiries' and 'cases' with clear oversight and outcomes.
- 3.4 With support from the Performance and Strategy team, the Hubs are developing a mapping tool using 'Local Insights' which visually represents the areas of heightened activity e.g. 'hotspots' and mapping the multi-agency interventions that have been introduced to mitigate the activity e.g. Project Spotlight.
- 3.5 An Anti-Social Behaviour (ASB) Policy is currently being developed and will be used as a framework for the Community Safety Hubs. The ASB delivery approach is based around known individuals, locations and the continued multi-agency intelligence approach. Project Spotlight in Harrogate Town Centre is an example of a targeted model where joint awareness, disruption and enforcement are utilised to manage locations and individuals. [Spotlight on crime and anti-social behaviour in Harrogate | North Yorkshire Police](#)
- 3.6 During 2025 community safety updates jointly from the Local Authority and Neighbourhood Policing have been presented at all of the Area Constituency Committees (ACC). These reports have been received well and provide detail and performance from a local perspective. This will continue, alongside regular meetings with the ACC chairs and vice chairs.

Community Safety Hubs- Operational Delivery



OFFICIAL - SENSITIVE

4.0 Preventing and Reducing Serious Violence

4.1 The Serious Violence Duty, introduced in 2023, requires specified authorities to work together to share information, target interventions, where possible through existing partnership structures, collaborate and plan to prevent and reduce serious violence within local communities. The government also amended the Crime and Disorder Act 1998, to ensure that serious violence is an explicit priority for Community Safety Partnerships and that a local strategy is in place to tackle serious violence.

4.2 A North Yorkshire and York Serious Violence Duty Working group leads on the implementation of the duty, all specified authorities are represented, and the group is chaired by a senior officer from North Yorkshire Fire and Rescue Service. Since the introduction of the duty the partnership has undertaken 3 Strategic Needs Assessments, the most recent for 2024/25 (April to September) can be found via [Serious Violence Duty - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning](#)

4.3 Between April and September 2024, 3 people lost their lives to violence in York and North Yorkshire. In the same period there were 3,101 serious violence offences committed.






4.4 North Yorkshire Headlines- Strategic Needs Assessment

- North Yorkshire is the 4th least affected local authority in England for overall crime according to the Index of Multiple Deprivation Score (York is 12th)
- 83% of children cautioned or sentenced for a serious violence offence had ever been suspended and 16% had been excluded
- North Yorkshire has seen an overall reduction in violence with injury figures comparing April- September figures to the same period the previous year
- There has been an increase amongst the most serious crimes (Homicide and GBH), rape and serious sexual offences has seen a decrease
- The largest increase in possession offences was seen in Scarborough. Harrogate saw a decrease in offences, this could correlate with multi-agency Organised Crime Gang (OCG) targeted operations and knife bin installation
- Police data shows that there has been a reduction in weapon possession amongst young people.

Offence category	2022/23 Q1 & Q2	2023/24 Q1 & Q2	2024/25 Q1 & Q2	Difference
Arson	15	17	19	2
Homicide	4	0	3	3
Possessing weapons	198	194	216	22
Rape offences	272	209	166	-43
Serious sexual offences	337	339	268	-71
Violence with injury	3168	2671	2429	-242
	3994	3430 (-564)	3101	-329

4.5 The Serious Violence Response Strategy 2024-2026, in response to the Strategic Needs Assessments can be found via [North-Yorkshire-and-York-Serious-Violence-Duty-Strategy-2024-26.pdf](#). The strategy focuses on 5 strategic priorities.

1. Awareness raising and public perception
2. Children and young people
3. Possession and use of weapons
4. Alcohol, violence and night-time economy
5. Violence Against Women and Girls (VAWG)

Our strategic priorities	Our interventions	Desired impacts - how they'll help
 Awareness Raising and Public Perception	<i>All interventions and projects set out below reflect our aim to raise awareness and improve public perception of our SV strategy...</i>	<ul style="list-style-type: none"> Increased public confidence and a greater feeling of safety among our communities. Overall reduction in SV offences
 Children and Young People	Emotional Wellbeing Support in Schools Therapeutic support and informal supervision to school staff to aid children's understanding of emotions/reactions. Targeting 20 high-risk young people in 3 schools	<ul style="list-style-type: none"> Improved practical advice for schools and young people to reduce aggressive behaviour, improve emotional understanding and prevent future violence. Improved social skills, school attachment and in turn attendance rates and educational attainment for at-risk cohort.
	Inspire Futures Engaging 250 young people through mobile youth services	<ul style="list-style-type: none"> Fewer reported incidents of SV among children and young people.
	York Youth Bus Continuing existing mobile youth outreach program in York	<ul style="list-style-type: none"> Fewer reported incidents of SV among children and young people.
 Possession and Use of Weapons	Knife Bin Rollout Expanding existing knife disposal program across North Yorkshire	<ul style="list-style-type: none"> Decrease in number of weapon possession offences, and a decrease in weapon-enabled serious violence offences. Reduce demand on services, such as A&E for knife-related admissions.
 Alcohol, Violence and Night-time Economy	Operation Night Safe Selby Creating safety officer patrols on weekend nights in Selby city centre to identify vulnerability and provide safe spaces	<ul style="list-style-type: none"> Reduction in SV and VAWG offences linked to alcohol and substance misuse, which will in turn improve the communities feeling of safety.
	Operation Reach Boosting police presence on peak nights in York and using social media for public reporting of potential crimes	<ul style="list-style-type: none"> Prevention and reduction in serious violence and VAWG offences linked to alcohol and substance misuse. Increased reporting directly to officers in relation to suspicious and criminal behaviour.
	Snickleway Lighting Installing lights in alleyways and passages in York prone to criminal activity to improve public safety	<ul style="list-style-type: none"> Improved feelings of safety among those in York, particularly at night Disruption of offender patterns, reducing criminality.
 Violence Against Women and Girls	Why did you do that? Creating a film to raise awareness of cultural harms victims and violence against BAME women & girls	<ul style="list-style-type: none"> Increased confidence from victims to report VAWG offences. To change attitudes and beliefs for future generations to break the cycle of abuse.
	She Was Walking Home Theatre workshops in schools exploring harassment and abuse against women based on real testimonies	<ul style="list-style-type: none"> Long-term reduction in VAWG and Domestic Violence offences, and increased convictions of offences. Improved attitudes and behaviours in young people to inform decision-making, breaking the cycle of abuse.
	St Giles Trust - grassroots project On-the-ground community support for vulnerable young women and girls involved in crime and anti-social behaviour in Scarborough	<ul style="list-style-type: none"> Decrease in crimes involving young people, girls, and women. Decrease in girls and women in vulnerable positions, and a greater understanding of support available through the wider community.

4.6 The Working Group monitors the interventions on a regular basis, to assess the impact and effectiveness of the projects, alongside reviewing data linked to serious violence, to maintain a collaborative approach. One of the interventions has been the knife bin roll out across North Yorkshire, following a successful pilot in Harrogate. It allows for members of the public to safely dispose of knives, bladed articles, or sharp tools. The intervention is delivered by Community Safety Hubs and North Yorkshire Police within localities, and they are responsible for finding a suitable location, engaging with communities, consultation and promotion, as well as the maintenance and emptying of the installed bin. This link provides detail of the knife bin locations across North Yorkshire [North Yorkshire Police knife bins – Google My Maps](#)

5.0 Domestic Abuse

5.1 Since the last update

- North Yorkshire has recorded a 12% decrease in reported crimes
- Scarborough has the highest rate of offences at 6.2 per 1000 of the population, second was Selby at 3.7, which is the same level as York
- Assault without injury and with injury were the 2 most common crimes, followed by stalking and coercive behaviour
- Offences are high between current partners, which highlights the continued need for effective support services.

5.2 A wide range of services are jointly commissioned with the Office of Policing, Fire and Crime Commissioning, North Yorkshire Council and City of York Council, including

- Services for adult victims and survivors
- Services for children impacted by domestic abuse, including therapeutic support services
- Safe accommodation, refuge and dispersed accommodation and close working arrangements with housing to ensure victims can remain safely within their own properties
- Services for perpetrators who wish to engage in behaviour change programmes.

5.3 A Joint Targeted Area Inspection (JTAI) took place for North Yorkshire in January/ February 2025. The inspection focused on the multi-agency response to unborn children and those aged 0-7 who are victims of domestic abuse. It was a large-scale inspection and included inspectors from Ofsted, the Care Quality Commission (CQC), His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and His Majesty's Inspectorate of Probation (HMIP). The final inspection report was published at the end of March 2025. [NYSCP](#)

5.4 Headline findings include *“The implementation of the North Yorkshire Domestic Abuse Strategy 2024-2028 heralds a dynamic approach that exemplifies the required overarching, yet granular, solution. Mature and reflective partnerships are delivering high-quality services focusing on prevention and early identification and community wide support.”*

5.5 Strengths were identified, these include

- The mature and respectful relationships between statutory and community partnerships in the North Yorkshire Safeguarding Children Partnership, Domestic Abuse Local Partnership Board and the Community Safety Partnership
- The quality of direct work with children to help them understand what is happening to them and their family
- The early identification of potential risks to unborn children from perpetrators of domestic abuse
- How partner agencies identify and respond to the vastly different communities across North Yorkshire without losing sight of the strategic priorities for the county.

5.6 The inspection identified some areas for improvement

- How the experiences of child victims of domestic abuse aged 0-7 are consistently captured across the partnership
- The extent to which children are recognised as victims of domestic abuse in their own right across the partnership

- The timeliness and consistency of information sharing across the partnership to inform risk assessments and safety planning
- The accessibility and take up of multi-agency domestic abuse training by practitioners.

5.7 A multi-agency action plan in response to the inspection has been shared with the inspectors and there are joint scrutiny arrangements for the plan in place across the Community Safety Partnership, Safeguarding Children Partnership and the Domestic Abuse Local Partnership Board.

5.8 **Domestic Homicide Review (DHR)- Ellie** Since the last update the partnership has published a statutory review 'Ellie'. Ellie, a 39-year-old woman died by suicide in June 2023. Concerns about domestic abuse and coercive control in her relationship with her partner, 'Mary', led the Community Safety Partnership to commission a DHR. The published overview report and executive summary is available via [Exec summary North Yorkshire Ellie.pdf](#)

5.9 Ellie had a history of trauma within her previous abusive relationships. In her relationship with Mary she experienced escalating abuse, including non-fatal strangulation, and was increasingly isolated from her family. Despite multiple high-risk incidents and police involvement, Ellie died by suicide shortly after Mary was arrested following an assault on Ellie.

5.10 Good practice was identified in the review

- Support services meeting victims in neutral locations to avoid control by perpetrators
- GP triage improvements-practice now allows for more flexible engagement with concerned relatives
- Clare's Law disclosure, prompt action to inform Ellie of Mary's abusive history.

5.11 Ellie's death followed a pattern of escalating abuse and control. Despite multiple agency contacts and high-risk indicators there were still some gaps in the response and support offered to Ellie. The review highlights a number of recommendations and action to improve multi-agency coordination, proactive management of serial perpetrators, and tailored responses for LGBT+ victims. A multi-agency action plan has been developed with management and scrutiny by the Domestic Abuse Local Partnership Board and the Community Safety Partnership.

6.0 Standing Together to Tackle Hate Crime, Radicalisation and Extremism

6.1 A large scale multi agency conference is being planned with York colleagues for the 15th October (national hate crime awareness week). The Inclusive Communities sub group, led and chaired by the Community Safety Service, has arranged the event. Confirmed speakers include

- ‘A Generation on from the Stephen Lawrence Inquiry- The Impact on Hate Crime Services’ (Paul Giannasi OBE, The National Police Advisor Hate Crime Lead)
- Hate crime in North Yorkshire (North Yorkshire Police Hate Crime Team)
- Involving our communities to build trust and confidence (York and North Yorkshire Combined Authority, Independent Scrutiny and Overview Board and North Yorkshire Police Race Action Plan Team)
- Disability hate crime: experiences of everyday hate and opportunities for resistance (Dr Leah Burch, Senior Lecturer in Social Services, Senior Academic Advisor, Liverpool Hope University)
- Ok to hate? Gypsy and travellers perspective on hate crime (Violet Cannon, CEO, York Travellers Trust)
- Faith, fear and fabrication: dismantling the roots of anti-muslim hate (Abba Najib, CEO, Better Communities, Bradford)
- North Yorkshire Youth Commission ‘Inclusivity’ (Emily Blavins, Leaders Unlocked).

6.2. Table highlighting the number of hate crimes reported from 1st April 2025 to 30th August 2025 compared with the same quarter for previous year.

Hate Crime Category	1/4/2024- 31/8/2024	1/4/2025-31/8/2025	% increase reduction
Entire NYP Force area	549 hate crimes	622 hate crimes	13 % increase (73 crimes)
North Yorkshire	339 hate crimes	376 hate crimes	11% increase (37 crimes)
Racial Hate Crime	190 hate crimes	235 hate crimes	24% increase (45 crimes)
Sexual Orientation	49 hate crimes	71 hate crimes	45% increase (22 crimes)

Disability	35 hate crimes	23 hate crimes	34% reduction (12 crimes)
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6.3. Hate Crime headlines

- Friday and Saturdays are still the busiest reporting days for hate crime.
- The most prevalent time though has shifted to 1600-2000hrs for the 2025 period compared with 0000hrs -0400hrs for 2024 period.
- It has been a dry, warm summer overall and as such we do see a rise in ASB / Alcohol consumption in people (particularly at weekends) which may explain the shift in timings.
- Whilst we have seen an increase in most areas of hate crime, this is in line with national reporting from other forces too given the current political landscape around issues such as immigration. NYP have also formed a strong connection with the Refugee Council who support those living within our communities and we attend drop-in sessions at locations including Harrogate, Ripon, Catterick, Pateley Bridge and Scarborough as we look to support them and ensure that they feel safe within their new community.
- Despite hate crime targeting people’s sexual orientation having increased, NYP remain committed to working with our LGBT communities closely and were present at Scarborough Pride and had a really productive day with some great engagement taking place.
- The NYP Hate Crime Team have been working closely with the MIND charity who support some of the most vulnerable people in our communities by attending drop-in sessions they host in Harrogate on multiple dates as well.

6.4 Following the tragic event in Southport in August 2024, the Prevent system nationally has been under significant pressure with the number of referrals increasing substantially, this trend has been seen locally. Part of the reason for this has been a lack of clarity on the thresholds within which Prevent operates, particularly in relation to cases related to ‘fascination with extreme violence or mass casualty attacks.’

6.5 Early September the Home Office published ‘Key Principles of Prevent’, which brings existing guidance into one document, alongside FAQs and case studies. This has been shared widely with the Prevent Partnership Board (which reports directly to the Community Safety Partnership). Prevent’s core aim is unchanged: to stop people from people becoming terrorists and supporting terrorism. It is, and always has been, an early intervention programme, designed to offer timely support to those at risk of being drawn into terrorism.

6.6 Effective relationships exist locally with Counter-Terrorism Policing North East (CTPNE). The Channel Panel chaired and led by the service continues to meet on a monthly basis, supporting a number of people across North Yorkshire. Channel is a voluntary, confidential programmes, which safeguards people

identified as being drawn into terrorism. It is a multi-agency process, involving partners from the local authority, police, education, health providers and others.

- 6.7 Annually local authorities have to undertake a Prevent benchmarking exercise with the Home Office. In May 2025 the findings of the assurance process were shared with Richard Flinton, Chief Executive. Our Prevent arrangements were assessed against 8 benchmarks. Feedback included *“The assurance process identified best practice across a number of benchmarks, and North Yorkshire has been scored as ‘exceeding’ in some areas. This is an impressive outcome for an area that does not receive dedicated funding from the Home Office for Prevent.”*
- 6.8 Although not a partnership priority (currently), the service is leading on the implementation of new legislation ‘The Terrorism (Protection of Premises) Act 2025- Martyn’s Law’. The Act aims to ensure public premises and events are better prepared for terrorist attacks. The Act follows the Manchester Arena Inquiry and London Bridge Inquest, both of which called for the introduction of legislation to protect the public, and the tireless campaigning of Figen Murray, whose son Martyn Hett, was one of the 22 people killed in the Manchester Arena attack. Government guidance is available for premises [Martyn’s Law Factsheet – Home Office in the media](#)
- 6.9 Any premises that is mainly used for one of the purposes listed in the Act (e.g. retail, education, places of worship, venues) and reasonably expect that at least 200 individuals may be present at the same time, at least occasionally, will have to comply with Martyn’s Law. Premises with a reasonable expectation of having between **200 and 799 people present at the same time will be in a standard tier**, whereas those with an expectation of **800 or more will fall into an enhanced tier**. Venues that are subject to a specific security regime (e.g. airports) or are freely accessible outdoor spaces, such as public parks and gardens where no checks are carried out on entry, are not included.
- 6.10 A new regulatory function established within the Security Industry Authority (SIA) will enforce the legislation. Whilst they will take action in cases of serious or persistent non-compliance, they will provide support, advice and guidance in the first instance. We are awaiting the statutory guidance from the SIA, to share across the networks.
- 6.11 The service is leading on arrangements ‘internally’, and internal strategic ‘Protect and Prepare’ group has been introduced, ensuring cross directorate awareness of the Act as it has implications for a number of services. At a local, operational level 3 Protect and Prepare groups (west, central and east) exist for North Yorkshire. These groups are also led and chaired by the service, with support from Counter Terrorism Security Advisors (CTSAs)
- 6.12 26th September 2025, with support from the CTSAs the service has arranged a large-scale event at Harrogate Convention Centre, aimed at partners and the business sector, to raise awareness of the legislation. We have been fortunate to secure Figen Murray as a key note speaker.

6.13 Over recent months community tensions have escalated across the country. In response the service has been working closely with partners and specifically North Yorkshire Police. This responses focuses on community intelligence being shared across the Hubs, service and with partners so effective responses can 'be stood up' if required e.g. community engagement, additional police patrols.

7 Recommendations

7.4 For members to consider the content of the report and to identify any areas for clarity and potential future action.

7.5 For members to identify partnership priorities and duties, that can be a focus for future updates and reports to the committee.

Author: Odette Robson, Head of Community Safety and CCTV (Public Space), North Yorkshire Council

Appendix 1 Community Safety Hub Case Study

The Hub became aware of C due to reported begging and causing ASB in the local community. She is a survivor of domestic abuse and had come to the town from another Local Authority.

C had allowed a 'friend' to move into her property, this individual was allowing nominals into her property to use drugs and take over the flat (cuckooing).

Action

Multi-agency visits were made to the property and neighbouring area ('Operation Community'). C engaged and safety measures (target hardening) were placed on the property by the Hub and landlord. These included a door safety chain, change of locks, CCTV camera, lock to the communal gate so non-residents could not gain access to the property. Referrals were made to partner agencies, Horizons (substance use), IDAS (domestic abuse), Crossroads (women's diversion services) and safeguarding teams.

As C's vulnerabilities were being supported, enforcement powers were considered around C's ASB, including begging. Statements were obtained from businesses and a Community Protection Warning (CPW) was issues to C with certain conditions around her behaviours, including begging and giving the impression of being homeless for financial gain.

Outcome

Reports continued around C's behaviour and the 'Warning' was escalated to a Community Protection Notice (CPN). Businesses reported since the implementation of the 'Notice' C stayed away from the area and stopped begging.

With assistance C moved into supported accommodation and eventually moved out of the area to be closer to family support.

The multi-agency visits to the area identified a wider community impact, with reports of ASB, drug use, dealing from the property and the targeting of vulnerable individuals. This led to neighbours feeling unsafe in their own homes. The wider community engagement, further support instigated action to support community needs.

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North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

29 September 2025

Localities Update Report

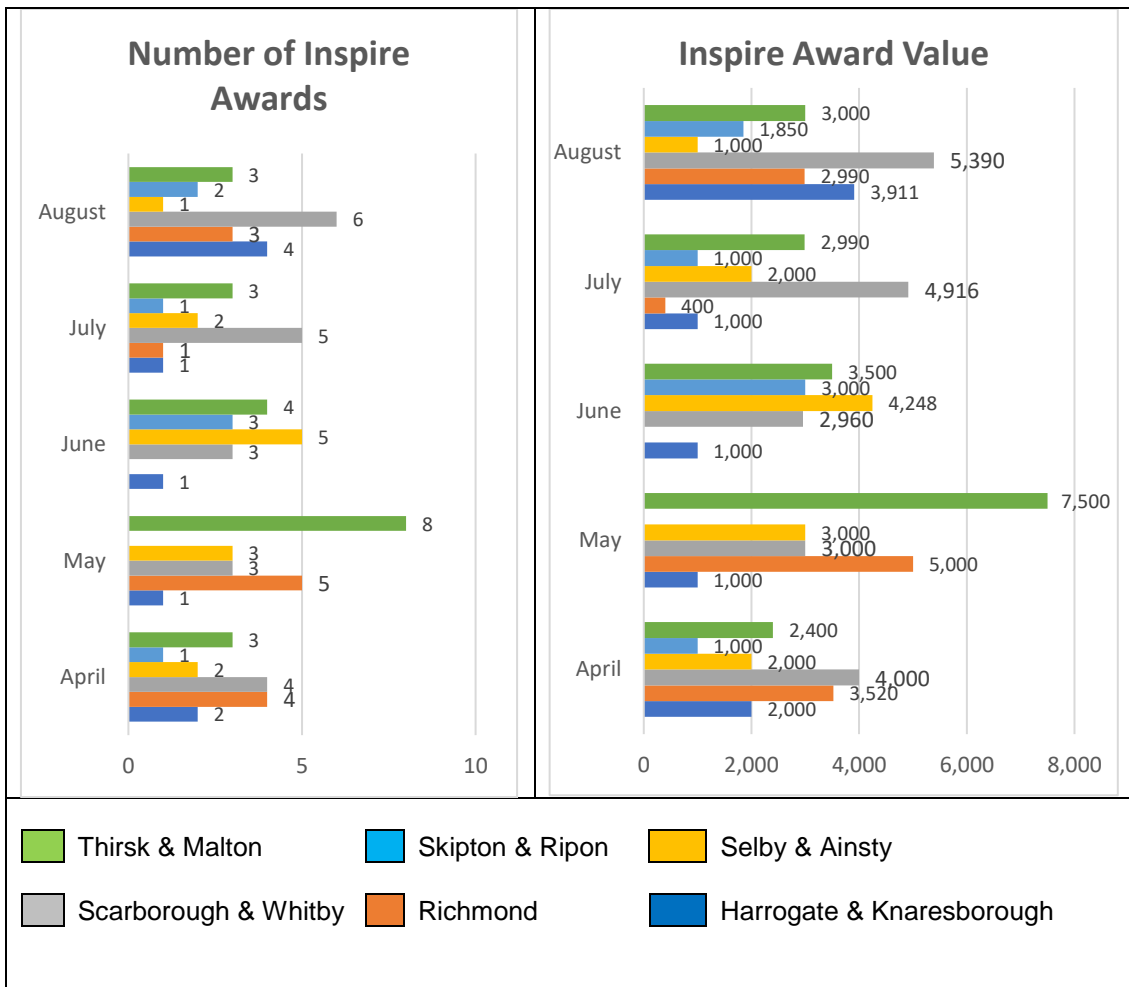
Report of the Assistant Chief Executive for Local Engagement

1.0 PURPOSE OF REPORT

- 1.1 The report will update Members on projects and programmes undertaken by the Localities service and Corporate Volunteering.

2.0 COMMUNITIES TEAM UPDATE

- 2.1 The Communities Team work collaboratively with other services; communities; public sector; and voluntary and community sector partners to deliver the following aims:
- i. Prevention – supporting communities to contribute to the Council and public health prevention priority to reduce, prevent or delay the point at which people need to access statutory health and social care services.
 - ii. Supporting people to live longer, healthier and independent lives within their community and contributing to broader public health priority to reduce health inequalities.
 - iii. Supporting communities to become more resilient to respond to local challenges.
 - iv. Social Regeneration – ensuring that the places where people live, now and in the future, create new opportunities, promote well-being and reduce inequalities so that people have better lives, in stronger communities and achieve their potential.
- 2.2 **Prevention and Reducing Health Inequalities**
- 2.3 Stronger Communities Programme Inspire Fund
This fund supports community and voluntary groups to establish new services, events or activities that promote social action and improve the wellbeing of individuals and communities.
- 2.4 During the first five months of 2025/26 £79,574.96 had been awarded supporting 84 projects. This is higher than at the same point the previous financial year when £69,134.50 had been awarded to 73 projects.



2.5 Awards have been made to support projects all across the county. The maximum amount that is awarded is £1,000, between April and August 2025 the average award was £947.

2.6 Financial Inclusion

The team continue to lead and coordinate several work areas that are related to financial inclusion.

2.7 Local Food Support

In line with the recommendations of the Food Insecurity Research and Insight Report¹, place-based discussions continued with free or low-cost food providers in Scarborough and Whitby, Harrogate and Knaresborough, and Richmond, to explore opportunities to create local networks and work more collaboratively; this will continue throughout 2025/2026, linking with the Public Health led Food for the Future North Yorkshire framework.

2.8 The team has also continued to manage the Household Support Fund Food Support Grants Programme, with 27 organisations supported through Phase six (1 October 2024 - 31 March 2025), and 29 organisations awarded funding in Phase seven (1 April 2025 - 31 March 2026).

2.9 North Yorkshire Local Assistance Fund (NYLAF)

The on-going management and development of NYLAF has now been transferred back to Localities from Welfare and Benefits. In coming months, there will be a renewed focus on training and refreshing our authorised agents and delivery partners to ensure that the customer journey is as seamless and supportive as possible. Annual stakeholder events

¹ [G5813-Food-Insecurity-Report-090523.pdf](https://www.northyorkshire.gov.uk/media/10000/2025-03-10-G5813-Food-Insecurity-Report-090523.pdf)

will also be reinvigorated to enhance feedback mechanisms – both from agents and directly from individuals.

- 2.10 NYLAF approved 11,442 applications in 2024/25, resulting in 18,120 items or vouchers being awarded. Additionally, 1,053 food parcels were distributed via the Rainbow Centre on our behalf.
- 2.11 Cost of Living Communications Campaign
Led by Localities in conjunction with Communications and Customer, Revenues & Benefits, work has now commenced in planning the annual Cost-of-Living Communications campaign for winter 2025/26. In the meantime, the reconfigured cost-of-living web page (www.northyorks.gov.uk/costofliving), will remain live, offering a one stop shop of information about a wide range of local schemes and organisations offering support.
- 2.12 **Digital Inclusion**
- 2.13 UK Shared Prosperity Fund (UKSPF)
The Localities service is leading £500,000 investment of UK Shared Prosperity Funding (UKSPF) focussing on digital inclusion on behalf of the York & North Yorkshire Combined Authority (CA) across North Yorkshire and York in 2025/2026. This follows the successful programme that took place in the previous financial year. Facilitating a decision-making panel in August alongside partners from the CA, City of York Council, Community First Yorkshire, York Centre for Voluntary Service (CVS), and the Integrated Care Board, capital and revenue grant funding has been allocated to 32 successful applicants. The oversight team are now working with applicants on the training of their digital champions and development of diverse cross-sector digital inclusion projects across the region.
- 2.14 Reboot North Yorkshire
Established during the pandemic, this programme that refurbishes old and donated digital devices (laptops, tablets, phones) has continued to support digital inclusion with regular referrals into the scheme from a broad range of organisations, including from health partners, and NYC services. An internal review of the project exploring opportunities in the future is currently underway.
- 2.15 **Social Regeneration**
- 2.16 The 2025/2026 Government UKSPF allocation has been awarded to the CA who are coordinating the various investment themes. Localities has been contracted to manage a capital fund for Village Halls and Community Buildings (£1.3m) and a revenue fund to support Community Wealth Building (£200k) which includes a small grants fund for local social and generative economy projects, support and training for social businesses and research to understand the contribution of social businesses to the North Yorkshire and York economy. The Village Halls fund has closed, and applications are being evaluated. All funds must be spent, and all projects completed by 31 March 2026.
- 2.17 **Trailblazer Programme Funding**
- 2.18 Localities are a delivery partner for the national 'Get Britain Working' local Trailblazer programme which is supporting economically inactive adults to access employment, training or volunteering. The overall programme is co-ordinated by the CA in partnership with both North Yorkshire Council (NYC), City of York Council and partners from the NHS. Localities are managing a range of projects being delivered by the voluntary sector including support for veterans; young people at the risk of being NEET (not in education, employment or training); supported volunteering and community and voluntary sector projects to support people to improve their employability skills. The programmes will run until 31 March 2026.

2.19 **Community Partnerships**

2.20 The team continues to develop the ambition of supporting local partnership and multi-agency working through the establishment of local Community Partnerships, focussing on principal towns and surrounding areas, and reflecting natural communities. As requested by some of the Members involved in the pilots, a Community Partnership network is being put in place creating opportunities for established and developing Partnerships to meet, share learning and good practice. The first network meeting is taking place in November.

2.21 **Town Investment Plans (TIP)**

2.22 The team has been supporting colleagues from Regeneration on developing the TIP programme, a co-ordinated approach to regeneration and investment across the county. In Quarter two, Localities will be leading the development of TIP in Hawes, Bentham, Masham and Pateley Bridge. The team will also continue supporting the development of Regeneration team led TIPs in Richmond, Ripon, Skipton, Scarborough, Selby and Harrogate.

3.0 **PARISH LIAISON, LOCAL DEVOLUTION AND COMMUNITY RIGHTS (PLDCR) UPDATE**

3.1 The PLDCR Team works alongside the county's 572 Parish Councils offering a range of support. They also support NYC services to engage with all Parish Sector Organisations (PSO's). The team is also responsible for managing the Council's corporate arrangements for the devolution of Council assets and services to PSOs and community groups and also the Council's statutory responsibilities in relation to Community Rights Legislation.

3.2 Parish Liaison

In 2024/25 there were seven Parish Liaison Drop-in Surgeries and six formal Parish Liaison Meetings with attendance by the team at 15 other Parish Council events/meetings. The drop-in sessions and formal meetings for 2025/26 will commence again from 10 September until March 2026. A new initiative will be introduced from 17 September where Parish Clerks/Councillors will be able to book a Teams appointment with a member of the PLDCR team.

3.3 The team supports a representative Parish Consultation/Engagement Panel that is consulted on a regular basis on PSO matters of interest. In 2024/25 there were five surveys undertaken and from Quarter three, it is anticipated that they will be undertaken monthly.

3.4 Responding to one of the priorities raised by PSOs – for access to relevant information and consultations being more streamlined – a dedicated Parish Council website will be launched in Autumn 2025. This will bring all key information for Parish Councils together in one place to make access simpler for them. It will also provide dedicated information and support to all PSOs on a regular basis.

3.5 Local Devolution

The work to progress local devolution has focused on the agreed pilot proposals. Progress on these has been dependent on the availability of information due to restructures and the capacity of Parish Councils to develop and submit full business cases. A review of the double devolution process is being undertaken, to enable a coordinated devolution framework to be established that will incorporate both asset and service transfers. This will also include a review of devolution opportunities across the council to provide consistency and simplification of processes.

3.6 Community Rights

Transitional arrangements to fulfil the Council's statutory responsibilities for Community Rights has been in place since April 2023. New structures, policies, procedures and changes to delegation have been completed, however, final agreement/changes will depend on the Community Rights implications of the English Devolution and Community Empowerment Bill². The team has been in discussions with the Ministry of Housing, Communities and Local Government (MHCLG) and 'We're Right Here' to help develop proposals and guidance. The main Community Rights implications are summarised below:

- Assets of Community Value to be called **Community Right to Buy** – significant changes in procedures and processes with implications for Owners, PSOs/Community Groups and NYC
- **Right to Shape Public Services** – potentially being introduced to replace the existing Community Right to Challenge
- *Neighbourhood Governance Structures* – the implications of potential neighbourhood governance structures

3.7 The timescale for the implementation of the legislation is still to be agreed however discussions about the Community Right to Buy indicate that it may be in place for April 2026.

4.0 **MIGRANT PROGRAMMES UPDATE**

4.1 The work of the Migrant Programme is reported in a separate detailed annual North Yorkshire Resettlement update to Corporate & Partnerships Overview and Scrutiny Committee, the last report was considered on 10 June 2025.

5.0 **FUTURE DEVELOPMENTS**

5.1 Over the next six months key areas of work for the Localities team include the designing and embedding across the Council a comprehensive 'deal' for Voluntary, Community and Social Enterprise (VCSE) sector. This will be known as the VCSE Offer. The offer will provide clarity on how the Council will work and do business with the sector, ensuring consistency across the Council. It will bring together a range of existing legacy arrangements from across the Council into one place with a set of common principles and processes. There will be a variety of projects that will contribute to the development of the deal including a review of the North Yorkshire Compact in line with the new Civil Society Covenant³, a review of the grant funding programme governance including a review of the grant funding platform the Council uses.

5.2 We are again celebrating the incredible contributions made by individuals and groups across our county in the Community Awards. This year, there are three award categories:

- Community Impact – recognising grass roots community groups who have made a positive difference in their community
- Collaborative Spirit – recognising collaborations that have brought together groups to collaborate and build strong relationships to make a lasting impact
- Commitment to the Community – recognising individual volunteers who have demonstrated unwavering dedication and exceptional service to our community for a period of 10 years or more

5.3 The nomination phase of the awards closed on 3 August 2025. We received 116 nominations of 68 groups/individuals from across the county. Removing duplicates, we have received eight for Harrogate and Knaresborough, 12 for Richmond, 16 for

² [English Devolution and Community Empowerment Bill](#)

³ [Civil Society Covenant - GOV.UK](#)

Scarborough and Whitby, three for Selby and Ainsty, 12 for Skipton & Ripon, 10 for Thirsk and Malton and seven for multiple areas.

- 5.4 The Community Awards will be presented at the annual Wider Partnership Conference which will take place on 21 November 2025 in Harrogate. The theme of the conference is 'Collaboration for Change: Unlocking Local Potential'. The conference will bring together partners from across the public and voluntary sectors and will explore place-based approaches that enable collaboration and create strong, healthy, creative, active communities. It will showcase best practice examples and consider the skills and knowledge required to deliver an effective local place-based approach.

6.0 CORPORATE VOLUNTEERING UPDATE

- 6.1 The Corporate Volunteer Project relates to all volunteering activity that takes place by members of the community to support NYC services. This includes volunteers who help across many different services from the Skipton Museum, Youth Justice Service, Libraries, Major Incident Response, Countryside Service and Waste reduction education.
- 6.2 Sponsored by Localities the corporate Volunteer Project is delivered by the Resourcing Solutions Team – Human Resources, recognising the synergies between the volunteer journey and employee journey, whilst acknowledging that there are key differences between the two. The focus for this project is to maximise and optimise the use of volunteers across all Council services, creating consistencies in marketing, recruitment, induction, expenses, training, ongoing support and efficient volunteer processes.
- 6.3 A Volunteer Sub-Group meets regularly to provide a steer for the project, discussing challenges and priorities and inputting into areas of work as they progress. This group comprises of representatives from Localities and the Resourcing Solutions Teams and lead officers from the services that manage volunteers.
- 6.4 Volunteer Numbers
The number of registered volunteers in June 2025 stood at approximately 4305. This includes people who volunteer their time to support wider council services such as community libraries and as School Governors. Detail of all the services who engage volunteers support, is provided in **Appendix 1**.
- 6.5 Highlights
National Volunteers Week was held during June. NYC organised an online networking event for volunteers to come together, these were open to all NYC volunteers from all services countywide to attend. Chair of the Council, George Jabbour attended to meet with volunteers and thank them for their contribution.

7.0 RECOMMENDATION

- 7.1 Members are requested to note the contents of the report and advise officers regarding any areas of the work that they may wish to see more detailed information on.

Rachel Joyce
Assistant Chief Executive – Local Engagement

16 September 2025

Report Authors: Marie-Ann Jackson, Head of Localities, Keeley Metcalfe, Talent Acquisition Manager

APPENDICES

Appendix 1 – Summary of Corporate Volunteering Levels

BACKGROUND DOCUMENTS

York and North Yorkshire Covid Recovery Insight Project – [Food Insecurity Research 2023](#)

[English Devolution and Community Empowerment Bill](#)

[Civil Society Covenant](#)

[North Yorkshire Refugee Resettlement Update](#) - Corporate & Partnerships Overview & Scrutiny Committee (10 June 2025)

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Summary of Corporate Volunteering Levels

Service	Approx. No. of registered volunteers (June 2025)	Role(s)
Countryside Volunteers	167	Checking paths, low-level maintenance and conservation tasks
Rotters	33	Events/shows, schools workshops and talks to groups all promoting reduction of food waste, home composting, recycling and reuse
Libraries	1,549	Help customers in library, help with shelving and stock, deliver books for home library service, help with children's activities and IT
Records and archives	0*	Digitising records, cataloguing, organising materials
Archives	30	Transcribing and organising records, gathering oral histories and helping at open days and family history events
Democratic Services	36	Volunteers serve as appeals panel members for exclusion or admissions appeals
Major Incident Response Team	18	Supporting people affected by an incident
Ready for Anything	386	Database of community volunteers to be called on in an emergency
Adult learning	14	Volunteer teaching assistants (Syrian Refugee project and English classes)
Community Connectors (previously Children's Centres)	7	Supporting new parents, signposting them to information and resources
Youth Justice Service	28	Panel members, appropriate adult, mentor, reparation supervisor
Flying High	0*	A youth voice project for young people with special educational and/or additional needs
Young People's Council	5	A youth voice project for young people who have experienced Care Services
Youth Voice Executive	12	A youth voice committee representing young people's view across North Yorkshire
SENDIASS	3	Independent support for parents of children or young people with special educational needs or disabilities (SEND), or for young people (16-25 years) with SEND to ensure their education, learning or training needs are supported
School governors	1776	Serve as governors and trustees on school boards (estimate based on 330 establishments x average 10 per board)
Chaperones	10	Chaperones who accompany children who have a licence to act or perform, to auditions/performance
Gardeners	0*	Supporting service users with gardening and conservation activities
Craven Museum (Skipton Town Hall)	23	Giving visitor information and helping in the shop
Craven Tourist Information	15	To provide information services to the public
Harrogate Museum	6	Cataloguing artifacts

Service	Approx. No. of registered volunteers (June 2025)	Role(s)
Mercer Art Gallery	12	Audit collections at the gallery
Local Access Forum	5	Office holders assisting with issues in regard to countryside access
Community Volunteers	<i>143</i>	Providing conservation services, including In Bloom and Friends of groups
Walk Leaders	<i>27</i>	Take out groups of walkers on planned routes.
Living Well Stop Smoking	0	Help smokers completely stop smoking
Total	4,305	

N.B Figures in italics are estimated from previous quarterly reports

* Services currently engaged in the Corporate Volunteering Programme and are either reviewing volunteer involvement and/or are seeking to recruit volunteers

North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

29th September 2025

Update on Transformation Portfolio

Report of the Corporate Director for Resources

1. PURPOSE OF REPORT

- 1.1. To update the Corporate and Partnerships Overview and Scrutiny Committee on the progress of the transformation activity within the council, including the Customer Experience Strategy and draft Corporate Property Strategy which are appended to the report.

2. SUMMARY/INTRODUCTION

- 2.1. The Transformation Portfolio of activity continues to progress. A large number of services have been working on bringing together policies and processes onto single systems as they move towards harmonised ways of working and delivering the benefits of unitarization. The portfolio of activity continues to evolve as services look at delivery of transformation opportunities and cross cutting themes and programmes deliver major change at an organisational level.
- 2.2. The Customer Experience Strategy has been drafted (attached as **Appendix 1**), setting out the council's approach to achieving its vision for putting the customer at the heart of everything we do. Supported by staff development, culture change, improved use of data and insight and the adoption of new technology to make it easy for people to access the services they need.
- 2.3. The draft Corporate Property Strategy (attached as **Appendix 2**) provides the overarching framework for the management of the Council's property portfolio. Views are sought from the committee ahead of the strategy progressing to the Executive in October.

3. TRANSFORMATION PORTFOLIO UPDATE

- 3.1. Work in the portfolio is spread across three key areas; Cross-Cutting themes, Delivering the Target Operating Model and Service Specific programmes of work. The paragraphs below set out an update on some of the progress since the last report to the Committee.

Cross Cutting Themes

- 3.2. **Customer Experience theme** - Delivering excellent customer experience remains central to North Yorkshire Council's ambitions. As outlined in the Council Plan, "A strong focus on our customers is essential if we are to achieve these goals." This commitment underpins our approach to ensuring services are accessible, responsive, and deliver genuine value to our communities.
- 3.3. **The new Customer Experience Strategy sets out a clear vision:**
"We are an organisation which puts the customer at the heart of everything we do to continuously improve their experience."
- 3.4. This strategy will be delivered through the Customer Transformation Programme, which embeds our Customer CARE commitments—Consistent, Accessible, Responsive, Easy

across all services. It introduces a new operating model that blends digital innovation with personalised support, ensuring every customer receives the right help at the right time.

- 3.5 A key focus of the strategy is transforming the organisational culture to become truly customer focused. This means shaping every team, process, and decision around the needs, preferences, and expectations of our residents, businesses, and visitors. We are committed to making every customer journey seamless—removing barriers, simplifying interactions, and making it easy for people to access the support and services they need.
- 3.6 The Customer Transformation Programme is the vehicle for delivering this ambition. Through staff development, leadership masterclasses, better customer data and insight and the adoption of new technology and embedding customer-focused approach across all services. Our goal is for every member of staff to understand their role in delivering excellent customer experiences and to work collaboratively to continually improve how we serve our communities.
- 3.7 A major component of our transformation is the adoption of new digital technologies. Since the last committee update, we have continued with the procurement of a Customer Relationship Management (CRM) platform and Contact Centre as a Service. Once the contract is awarded, we will begin the journey to implement the new systems. These systems will unify customer interactions across all customer contact channels, eventually providing a single view of each customer interaction.
- 3.8 Customer Experience Masterclasses: Senior managers have participated in dedicated sessions to strengthen leadership and embed a customer-focused culture. This will continue in October and November.
- 3.9 **National Customer Service Week (6–8 October 2025)** - North Yorkshire Council will mark National Customer Service Week with a series of events and communications to celebrate and promote customer excellence. Planned activities include:
- Staff Recognition: Celebrating outstanding contributions to customer service.
 - Best Practice Sharing: Showcasing innovation and excellence from across the council.
 - Digital Transformation: Highlighting improvements in digital channels and self-service options.
 - Training and Development: Promoting ongoing learning opportunities to build customer-centric skills.
 - Engagement and Awareness: Launching a new animation and internal campaign to raise awareness of our customer commitments and transformation programme.
- 3.10 This week provides an opportunity to reflect on our achievements, share success stories, and reinforce our commitment to putting the customer at the heart of everything we do.
- 3.11 **Service Convergence** – progress has continued with the bringing together of services – their budgets, processes, systems, customer focus and people issues. A large number of system consolidations and upgrades have been completed since the last report, these include:
- Launch of a new Destination Management System to support the strategic change to the management of Tourism across North Yorkshire and the promotion of North Yorkshire as a destination. This included creating visitnorthyorkshire.com for visitors covering all tourism related information for the county, replacing five previous websites that did not fully cover the whole of the council's geography and provide a one-stop shop for the Tourism Service.
 - Implementation of a new Library Management system that manages stock, borrowing records, payments and transactions (issues, returns, renewals and reservations) currently numbering circa 3.5m transactions per annum.

- Replacement of the council's Concessionary Travel system to support the management and issue of travel permits to eligible residents.
- Migration of all 7 legacy Revenues & Benefits systems onto a single system with aligned processes, procedures and reporting that will enable further transformation within the service.
- Launch of a new online form for housing tenants to report mould, damp and condensation, ensuring that the council complies with Awaab's Law.
- Completion of the implementation of a single case management system in the Legal Services team with all historical data transferred.
- Consolidation and rationalisation printer contracts, reducing the cost of printing and have a consistent approach for staff moving between locations.

3.12 Work is also underway on a large number of other projects, including:

- Procurement and implementation of new Parking Machines as well as a new Parking Permit and Enforcement system.
- Migration of Planning services onto a single system, with the former Harrogate Planning team and the whole of the Building Control function already migrated, the remainder will now move over in a staggered fashion over the coming months.
- Consolidation of Environmental Health and Trading Standards onto a single system is also underway, with information and processes being moved over on a locality by locality basis.

3.13 The organisation wide upgrade to Windows 11 is now almost complete achieving 97% completion with over 7200 users upgraded.

Delivering the council's Target Operating Model

3.14 A number of programmes are in place to help the council achieve its Target Operating Model. As well as the work mentioned above there are a number of other activities that will help shift the council's operating model towards its target state. A highlight of just some of the progress made this period is given below:

3.15 **Finance programme** focusses on delivering a finance function that meets the needs of the new council. Detailed work has been completed in designing the new finance system that is due to be in place for the start of the 26/27 Financial year next April, extensive work will now be needed to build integrations with the council's other business systems, as well as carry out testing and training for all the relevant users. Consolidating the council's income management systems is also making good progress with expectation that all former systems will be moved over by the end of December 2025. Decommissioning of legacy systems will also take place to simplify and rationalise systems number, contracts and support needed.

3.16 **Data programme** brings together work around the council's approach to data and how the council can make best use of this to inform decisions, delivering targeted early intervention and preventative services. A project to have a centralised GIS database to store assets has now been completed, allowing GIS users mapping services with increased functionality and over time reduce the cost of GIS contracts to the council. Work on the council's Data Strategy and Data Architecture project continues.

Service Specific Programmes

3.17 There are several service specific programmes of work, key updates in this period are set out below:

3.18 **Sport & Active Wellbeing Programme** consolidation of sport and active wellbeing activity under the Active North Yorkshire banner has continued, with the Richmondshire

Leisure Services brought in house in the spring. The roll out of the branding of the Active North Yorkshire has also continued with the sites that were already within the council management structure following LGR (Craven & Hambleton) and the procurement of a single Leisure Management System to support the whole service is beginning to take shape. Work has also progressed on proposals for investment in Active North Yorkshire sites across the county as part of the council's vision to promote healthy and active communities across the county.

3.19 **Waste Programme** – the adoption of a 4-day working week is continuing to be rolled out, changes have successfully taken place in Northallerton with Scarborough and remedial Harrogate changes scheduled for September. Consolidation onto a single waste management system being another key element of this programme to help rationalise numerous systems and ways of working.

3.20 **Other Work** – other transformation project activity has also been undertaken to support the council's journey. This includes:

- Scarborough Museums Trust – the activities of the Trust were successfully transitioned into the council on 1st July, now sitting within the Culture & Archives Service.
- Within Health and Adult Services the implementation of a cost modelling tool, providing detailed insights into market rates for building-based care placements and helps ensure care packages are fairly priced through a consistent, data-driven approach.
- Roll out of a new Translation tool that both reduces the cost of translation and speeds up the process for providing documents to customers.

3.21 **Property Programme** - Good progress continues to be made on the Property Programme and consolidation of the council's property assets. Previous reports have referenced the Corporate Property Strategy (CPS), which will provide the overarching framework for the management of the Council's portfolio. The Strategy has now been drafted and is attached at Appendix 2. The Committee are asked to review the Strategy and provide feedback prior to it being presented to Executive for final approval on 21 October 25.

3.22 The CPS document sets out that the delivery of the strategy will be the responsibility of the Corporate Property Board, with progress updates to this Committee.

4.0 REPORT RECOMMENDATION

4.1 The Committee is asked to consider and comment on:

- i) The draft Customer Experience Strategy at Appendix 1 and;
- ii) The Corporate Property Strategy at Appendix 2.

Gary Fielding
Corporate Director – Resources
County Hall
Northallerton

18 September 2025

Report Author – Brigitte Giles, Director of Transformation
Presenter of Report – Brigitte Giles, Margaret Wallace, Kerry Metcalfe

Appendices:

Appendix 1 – Draft Customer Experience Strategy

Appendix 2 – Draft Corporate Property Strategy

Background Papers: None

Customer Experience Strategy

Putting You First

North Yorkshire Council | 2025 - 2029

Building exceptional experiences for our communities



Introduction

We place you, our customers, at the heart of everything we do. This isn't just our goal - it's important for every member of our council team. This customer-focused approach is essential for achieving the priorities in our Council Plan and allowing us to work in a more efficient and cost-effective way.

Whether we talk to you every day in customer-facing roles, or support you behind the scenes, everyone at the council contributes to shaping your experience. We offer a diverse range of services that have evolved over time, and sometimes this means you have an inconsistent experience with us.

Moving forward, we will focus on your experience in all our service delivery, use new digital tools to meet your evolving needs, and redesign services where necessary. We're developing new ways to do the things that matter most to you, and understanding your needs and priorities is critical to this effort. With the right tools, training, and access to comprehensive customer data and feedback, our teams are ready to transform to make your experience with North Yorkshire Council better.

We want to make sure you have a consistently good experience every time you interact with us. We know that we currently don't always get this right, but this strategy sets out our goals, and how we will achieve them, and the difference it will make to you.

We place you, our customers, at the heart of everything we do. This isn't just our goal - it's important for every member of our council team.



Purpose

We made this document for you, our valued customers. It explains how our council teams will work together to give you great experiences, whether you're a resident, business owner, student, elected member, or tourist. This plan shows our commitment to putting you first and explains the steps we're taking to improve your experience.

Our approach is based on our **CARE** Commitment. This means we want our services to be:

- **Consistent:** Always reliable.
- **Accessible:** Available to everyone.
- **Responsive:** With quick and helpful solutions.
- **Easy:** Simple and clear to use, whilst keeping you informed and respected throughout.



Our Role

We provide essential services to over 600,000 diverse and growing residents, and more than 25,000 businesses across the county.

North Yorkshire is one of the largest counties in England, covering 3,103 square miles of beautiful countryside, vibrant towns, and coastal communities - each with unique needs and characteristics.

Council Plan

North Yorkshire Council's vision is clear and ambitious: "We want to harness the power of North Yorkshire's natural capital, unique communities and businesses, continuously improving our services to enable a good quality of life for all."

We have four main goals that guide all our work:

- Support thriving places and empowered communities that live, work, visit, and do business in North Yorkshire.
- Develop more sustainable and connected places across North Yorkshire.
- Ensure the people of North Yorkshire are safe, healthy, and living well.
- Maximise the potential of North Yorkshire's people and communities.

A strong focus on our customers is essential if we are to achieve these goals.

Values and Behaviours

Our People Strategy sets out how we are committed to developing our workforce to meet our future challenges. This is underpinned by our Values and Behaviours, which describe what we expect of all our staff.



Our customers

You are our customer if you live, work, or visit North Yorkshire and interact with us in any way. Our customers include residents, business owners, tourists, students, children, partners, and even our own staff, Elected Members, and contractors.

Your community

North Yorkshire is the largest county in England and Wales, spanning over 8,000 square kilometres. We have a population of about 620,000, which is similar to big cities like Leeds and Sheffield, but we are spread out differently.

With just 77 people per square kilometre (compared to the national average of 432), we're primarily rural. Only Harrogate and Scarborough have populations over 50,000, making our community a unique blend of small towns and countryside.

Your community includes 615,490 residents

16.1%

of your community are under 16 (England average is 18.6%)

58.9%

of your community are aged between 16-64 (England average is 63%)

25%

of your community is aged 65+ (England average is 18.4%)

18.7%

of residents privately rent

Average Household Income

£51,217

(England average is £52,216)

Average House Price

£278,447

(England Average is £308,781)

Our community is

2.85%

larger compared to 2011

The households average

2.24

persons down from 2.33 in 2011

More than

108,000

residents live with health limitations or disabilities

What is Customer Experience?

When you use our services, we know that each of you comes with different expectations. Many things can shape whether you have a good or bad experience with us.

Customer experience is about all the ways we put our customers first. It's much more than just 'customer service' - it's about

your entire journey with us. This starts from the moment you realise you need to get in touch with us, right through to how you feel we've addressed your needs.

It's about how you experience our interactions, the impression you're left with afterwards, and what you might tell others about how we did.

Improving Your Experience with Council Services

We understand that navigating Council services can sometimes be frustrating. Whilst many services are now available through our Customer Hub, Contact Centre, and website, not all are fully integrated. This can lead to delays, repeated contacts, and confusion - especially when you're passed between teams for simple requests.

We're committed to changing that.

Our goal is to make your experience consistent, accessible, responsive and easy. To do this, we're focusing on several key improvements:

Joined-Up Customer Service: We're working to ensure that simple transactions - like updating your details or making a payment - can be handled quickly and easily, without needing to speak to multiple teams.

Specialist staff will focus on complex cases where expert advice is needed, allowing us to provide better support where it matters most.

Consistent Standards Across Services:

We know that different services currently offer different contact options and response times. We're introducing consistent operational standards so that no matter which service you use, you can expect the same high level of support.

Smarter Processes: Many of our processes are still manual or designed in isolation. We're redesigning them with your journey in mind - reducing handoffs between teams, cutting down on delays, and making it easier to get things done online.

Better Use of Technology: We're investing in better technology at the contact centre which will allow us to introduce a self-service system, but we know it's not where it needs to be yet. There are still too many separate portals, and it's not always user-friendly. We're working to improve our systems so you can manage your services in one place, with fewer logins and less hassle.

We're also exploring new technologies

like Artificial Intelligence and Robotic Process Automation to help route requests more efficiently, reduce errors, and free up staff time to focus on helping you.

Utilising Data to Improve Services: The Council holds a lot of information across different services. Right now, this data is stored in separate systems, making it hard to get a full picture of your needs.

By bringing this data together, we'll be able to:

- Understand what matters most to you.
- Help target support where it's needed.
- Improve services based on real insights.
- Save time and resources across the organisation.

We're excited about the changes ahead and committed to making your experience with us more joined-up, and focused on what really matters to you.



Our goal is to make your experience consistent, accessible, responsive and easy.

Our Strategy

We want to put you at the heart of everything we do. Our mission is to continuously improve your experience with us, making it more positive, more often.

Excellence in customer service means creating experiences that not only meet but exceed your expectations. We'll know we're doing well when we see higher satisfaction ratings, fewer complaints, and positive feedback in community surveys.

When we've achieved excellence, you'll notice the difference in every interaction. Information will flow seamlessly between our departments, so you won't need to repeat yourself. Our staff will be empowered to resolve your issues promptly, and digital services will make things easier, not harder. Most importantly, you'll feel valued and heard. Your insights will shape how we design and deliver services, creating a continuous cycle of improvement that puts your needs first.

Our CX Vision:

We're committed to putting you, our customer, at the heart of everything we do. We're focused on continuously improving your experience with us.

Our Customer CARE Commitment to You

C: Consistent service every time

You deserve the same high-quality experience every time you interact with us. We're building this consistency so you can trust us and know exactly what to expect whenever you need our help.

A: Accessible to everyone

No matter your abilities or circumstances, you should have access to all our services and support. There are multiple ways to get in touch with us you can reach us through multiple - phone, email, or face to face - and we're making sure our digital platforms are user-friendly and meet accessibility standards for everyone.

R: Responsive to what you need

When you contact us, we'll respond promptly to your enquiries, issues, and feedback. We're committed to timely responses that meet our operational service standards and keep you informed of next steps, because we value and respect your time.

E: Easy to deal with

We're making it simpler for you to navigate and complete tasks with us. We're cutting down unnecessary steps, making our systems easier to use, and ensuring you can get what you need quickly and without hassle.

Our five-focused areas achieve our vision and commitments to you

We're want to make your experience with us better through five key areas that guide how we deliver our services to you.

These five focused areas help us embed a customer-focused mindset across our organisation.

By putting you first, actively listening to your feedback, remembering what you've shared with us, and using your data responsibly, we can adapt our services to better meet your needs.

The more we improve in each area, the better your experience with us will be.

Your voices and experiences are invaluable - they directly inform our staff on how to deliver the exceptional service you deserve.



Putting You First

We prioritise your needs in every decision we make, ensuring your experience is at the centre of our approach.

Listening and Learning

We actively collect and value your feedback, using your insights to understand your journey and improve our services.

Changing Our Services

We continuously adapt and redesign our services based on your input, ensuring they evolve to meet your changing needs.

Harnessing Digital Technology

We use new technology to make our services more accessible, efficient, and responsive to your requirements.

Continuously Improving

We measure our progress, share our results transparently, and always look for new ways to make your experience better.

How We'll Support You

We understand your needs are always changing in today's fast-paced world. That's why we're transforming how we serve you. By using new digital solutions, we're making our services more accessible and easier to use. We've created our support model just for you so you can get the right help at the right time.

Our delivery approach

Self-Service

Handle your enquiries and transactions quickly and easily online.

Use our simple web forms and streamlined services at your convenience, saving time with automated processes.

Get quick answers through our user-friendly voice response system or chat with our automated support 24/7 - we're always here for you.

Supported General Enquiries

Our friendly customer service team is ready to assist with your day-to-day general questions. Connect with us through telephone, or at our customer-facing buildings - whatever works best for you.

We'll help you complete transactions, update your information, and solve basic issues with quick solutions backed by our trained staff.

Intermediate Support

For those more complex situations, you can speak directly with our experienced staff who have advanced training. Get dedicated support for challenging issues. Receive specialised assistance with housing concerns, homelessness enquiries, or children's and adult services.

Advanced Support

For your most complicated or technical situations, we'll connect you with our subject matter experts who'll understand your specific needs. Get personalised support from specialists with extensive experience in your situation.

Putting you first

We're building a culture that puts you at the centre of everything we do, building our service model around your needs through a comprehensive multi-layered approach. We're transforming how we think, act, and deliver services by focusing on what matters most to you. Our teams are learning new skills to put your needs first at every step of your journey with us.

To make this happen, we're investing in training that gives our staff the knowledge, tools, and authority to solve your problems quickly. We're also creating systems to listen to your feedback and preferences and use them to keep improving our service.

Our team members are here to listen and act, ensuring your concerns are taken care of quickly. By fostering a culture of support and recognition, we empower our team to provide exceptional support to you.



Our team members are here to listen and act, ensuring your concerns are taken care of quickly.

Our Customer-Focused Approach

Programme Priority 1

- We will ensure that **your experience** shapes our strategy and planning at every level.
- We will implement the **Customer Experience (CX) Strategy** and **Customer Commitments** to build awareness and alignment across our organisation.
- We will develop and deliver a **Customer Programme** with clear milestones, so you can see how we're improving.
- We will create a **communication plan** to embed our CX Strategy both internally and externally - so you know what to expect.
- We will deliver **Customer Experience Masterclasses** to help our senior managers understand and meet your needs.
- We will develop and deliver **new customer experience training** for all staff - making great service a standard.
- We will add customer experience responsibilities to **all job descriptions** and staff inductions.

- This means that all staff are expected to:
 - Take responsibility for delivering services and resolving issues.
 - Be open, honest, and transparent in all communications.
 - Treat every customer with respect, fairness, and professionalism.
 - Be friendly, helpful, and clear in every interaction.
 - Set realistic expectations and deliver on what's promised. Enable and encourage customer feedback.
 - Apologise when things go wrong and learn from mistakes.
- We will capture, share, and celebrate **examples of best practice** so you benefit from what has worked well.
- We will establish **operational service standards with timeframes** for all services, so you know when to expect a response.

How We Will Measure Improvement

To ensure accountability and demonstrate progress, we will track and report on the following key metrics and indicators:

- **Customer Satisfaction Scores (CSAT):** Measuring your overall happiness with our services.
- **Service Response Times:** Monitoring the speed at which we acknowledge and address your inquiries and requests, in line with our operational service standards.
- **Complaint Resolution Rates:** Tracking the percentage of complaints resolved to your satisfaction within established timeframes.
- **Staff CX Training Completion:** Measuring the adoption and effectiveness of our customer experience training programmes across all teams.

Impact on You

- These priorities and commitments will lead to great benefits for you, our valued customer:
- **Improved Service Experience:** You will receive more consistent, accessible, responsive, and easier service interactions across all customer touchpoints.

- **Faster and Clearer Responses:** Our commitment to develop operational service standards and training will result in quicker resolutions of your queries and complaints.
- **Enhanced Transparency:** Clear communication of our operational service standards and progress will empower you with knowledge and build greater trust.
- **Empowered and Knowledgeable Staff:** Our investment in our people means every team member is better equipped to serve your needs effectively.
- **A Culture of Continuous Improvement:** By embedding CX and tracking metrics, we will foster an environment where your feedback directly drives ongoing enhancements to our services.



We will capture, share, and celebrate examples of best practice so you benefit from what has worked well.

Listening and Understanding

We want to get better at what matters most to you, and that starts with really listening to what you need.

Our team is learning how to better understand your situation and improve your experience every time you contact us.

We are also making it simpler to handle your information - whether it is your contact details or notes from our conversations. By building one customer platform, we can collect your information just once when you first reach out to us, making things easier for you going forward.

Programme Priority 2

- We are building a robust **Customer Voice Programme** to ensure your feedback is captured and acted upon.
- We will review our **customer engagement, consultation, surveys and feedback processes** to ensure a corporate approach to customer feedback and analysis, bringing everything together in one place and using resources to work together to get a clear picture of our customer needs.
- We will introduce **mystery shoppers** to review all the ways of getting in touch with us and how our services process requests.

- We will establish clear **operational service standards with defined timescales**, so you know exactly when to expect a response.
- We are reviewing our **service classification** to ensure we accurately capture your data to understand your needs.
- We will develop a **CX Finance model** to calculate and track the cost per transaction for each way of contacting us.

How We Will Measure Improvement

To ensure our commitment to listening is effective, we will track and report on the following key metrics:

- **Customer Feedback Response Rates:** Measuring how quickly and effectively we acknowledge and respond to you.
- **Customer Platform Statistics:** Monitoring the efficiency and adoption of our unified customer platform.
- **Consultation Participation Rates:** Tracking the level of engagement in our consultation processes to ensure broad representation of customer voices.

Impact on You

These priorities will lead to significant improvements in how we interact with and understand your needs, resulting in these benefits for you:

- **No More Repeating Information:** Our unified platform means your history and preferences are always at our fingertips.

- **Faster Issue Resolution:** With clearer service standards and better data, your concerns will be addressed more efficiently.
- **More Personalised Service:** Every conversation will feel more personal and informed, tailored to your specific needs.
- **Better Understanding of Your Needs:** Our enhanced active listening skills mean we will understand the impact of our services on your life.
- **More Effective Consultations:** Your input will be actively sought and genuinely integrated into our decision-making processes.

We want to get better at what matters most to you, and that starts with really listening to what you need.

Services to meet your needs

To deliver meaningful improvements, we are committed to designing our services using your feedback. We will establish flexible processes and systems that adapt to respond effectively to your changing needs and preferences.

This approach includes ensuring you have multiple ways to contact us, whether digital, phone-based, or in-person, depending on your situation and comfort level.

We will make these improvements through our comprehensive operational delivery model, which matches the right level of help and skill to the complexity of the service. This way, we ensure efficient and satisfying interactions.

Programme Priority 3

Looking ahead, we're exploring exciting new ways to connect with you through chatbots, live chat, and social media, so you can get help quickly and easily, wherever you are.

- **Enhanced Online Services:** We're expanding our website so you can book, pay, report, apply, check, and register for services whenever it suits you - making digital access simple and convenient.
- **Welcoming Face-to-Face Support:** Our physical spaces will be welcoming and well-equipped, giving you the choice to self-serve or have meaningful conversations with our staff when you need extra support.
- **Clear and Accessible for Everyone:** We're making sure all our information and services are easy to find and use, with new technology that provides you with a personalised customer account and clear guidance.

- **Designed Around You:** We're embedding user-centred design across the council, equipping our teams with tools to involve you in shaping the services you use.
- **Better Use of Your Insights:** We're improving how we collect and use your feedback and experiences to inform our decisions - ensuring everything we do is grounded in real-world insight from you.
- **Priority Service Redesign:** We're launching a programme to redesign key services from your perspective, focusing on improving your experience whilst delivering better value.

How We Will Measure Improvement

To ensure our commitment to providing services that meet your needs is effective, we will track and report on the following key metrics:

- **Contact Channel Usage Statistics:** Monitoring the frequency and volume of interactions across all our communication channels.
- **Customer Satisfaction by Channel:** Measuring your satisfaction levels with each specific communication channel.
- **Resource Efficiency Measures:** Assessing how effectively our resources are utilised across different services.

Impact On You

These priorities will lead to significant improvements in how we design and deliver services, resulting in these benefits for you:

- **Better Customer Contact Channel Options:** You will have more suitable and accessible ways to get in contact with us.
- **More Efficient Service Delivery:** Services will be streamlined and delivered more effectively, reducing delays and friction.
- **Reduced Pain Points:** Frustrations and challenges in your interactions will be proactively identified and resolved.
- **Improved Resource Allocation:** Our resources will be better aligned to meet your needs, enhancing service quality.
- **Seamless Multi-channel Experience:** You will experience a consistent and integrated service, regardless of how you choose to interact with us.



To deliver meaningful improvements, we are committed to designing our services using your feedback.

Digital and Technology

We are making it easier for you to connect with us through digital innovation. Our digital transformation allows you to access our services in ways that suit you best.

Multiple Contact Options:

You have a choice of contact methods, including quick phone calls, convenient contact forms, text updates, in-person assistance, traditional mail, and our online self-service portal.

Simplified Experience:

Our digital tools are designed to deliver on our customer promise, investing in technology to simplify your experience whilst ensuring no one is left behind. We improve our digital options whilst maintaining traditional methods.

Seamless & Responsive Service:

Whichever way you choose to reach us, our commitment remains the same: to provide you with a seamless, responsive service that meets your needs, whenever and wherever you want it.

Multi-channel Support

Programme Priority 4

- Implement a new Customer Relationship Management (CRM) system, acting as a unified customer platform.
- Review and implementing an upgraded telephone system for improved call handling and efficiency.
- Make online contact routes convenient and easy to use so that customers choose this as their preferred method of contact with us.
- Redesign online forms to allow our systems to work together automatically.

- Use new technology, such as artificial intelligence, to deliver services.
- Develop and increase the use of instant messaging, such as webchat, and increase use of social media.
- Ensure systems talk to one another to make dealing with us easier for you.
- Use voice recognition to help customers find services more quickly.

How We Will Measure Improvement

To ensure our commitment to providing services that meet your needs is effective, we will track and report on the following key metrics:

- **CRM System Adoption Rates:** Monitoring the percentage of staff and customer interactions which use the new CRM platform.
- **Customer Self-Service Usage Statistics:** Tracking the frequency and success rate of self-service option usage.
- **Telephony System Performance Metrics:** Assessing first point of contact resolution, call wait times, and overall call quality.
- **Digital Channel Satisfaction Scores:** Measuring your satisfaction with our online and digital communication methods.
- **Multi-channel Integration Effectiveness:** Analysing how seamlessly interactions transition between our different contact methods.

Impact On You

These priorities will lead to significant improvements in how we design and deliver services, resulting in these benefits for you:

- **Seamless Digital Experience:** Enjoy smoother, more intuitive online interactions with our services.
- **Better Self-Service Options:** Access convenient tools that allow you to manage your needs independently and efficiently.
- **Improved Call Handling:** Experience quicker, more effective support when you contact us by phone.
- **Integrated Customer Data:** Benefit from a more personalised service as our teams have a complete view of your previous interactions with us.
- **More Efficient Service Delivery:** Services will be streamlined and delivered more effectively, reducing delays and friction.
- **Enhanced Accessibility Across All Channels:** Connect with us easily, however you prefer, with consistent service quality.

Our digital transformation allows you to access our services in ways that suit you best.

Continuously Improving

We want to serve you well, so we will be open about how we're doing. We will share information regularly to show how we're meeting your needs and where we're making improvements. Using this information helps us keep improving in the right direction.

Programme Priority 5

- Establishing a robust framework for the ongoing evaluation and refinement of our services.
- Gathering and analysing performance data to identify areas for growth and success.
- Conducting regular, comprehensive service reviews to ensure alignment with your expectations and our high standards.

Page 47. Implementing agile continuous improvement processes that allow us to adapt and enhance services swiftly.

- Sharing transparent performance metrics with you, providing clear insights into our progress.
- Actively creating and utilising feedback loops to drive meaningful service enhancements based on your input.

How We Will Measure Improvement

To ensure our commitment to providing truly effective, responsive services, we will track and report on the following key metrics:

- **Performance Data Collection Frequency:** Monitoring how regularly we collect and analyse critical service data.
- **Service Review Completion Rates:** Tracking the successful completion of our scheduled service evaluations.
- **Improvement Implementation Success Rates:** Measuring the effectiveness and positive impact of changes we introduce.
- **Customer Satisfaction Trend Analysis:** Regularly analysing your satisfaction scores to identify positive trends and areas for focus.

Impact On You

Our focus on continuous improvement will lead to significant advancements in how we design and deliver services, resulting in tangible and positive benefits for you:

- **Transparent Service Performance:** You will gain clear visibility into our service quality and ongoing improvements.
- **Faster Issue Resolution:** Proactive analysis will enable quicker identification and resolution of potential issues.
- **Proactive Service Enhancements:** We will be able to anticipate issues and implement improvements before they become widespread needs.

- **Data-Driven Decision-Making:** Our strategic choices will be consistently informed by reliable data, ensuring optimal outcomes for you.
- **Increased Trust Through Transparency:** Open communication about our performance will build greater confidence in our services.
- **Continuous Service Evolution:** You will benefit from services that constantly adapt and improve to meet your changing requirements.



Measure our success:

Customer satisfaction

Measures the sentiment and emotion of customer interactions. We will undertake customer surveys and record real-time customer satisfaction. We will also measure our complaints and compliments, which will set a baseline to monitor continuous improvement.

Ease

Measures how easy it was for customers to use our services.

Success

Measures service delivery and outcomes, including time and quality.

Cost to serve

Measures the cost of our services and channels, to be included once we have the necessary technology and ways of collecting.

Tracking and evaluating our performance on these measures, and analysing the underlying data, will help us better understand what drives customer satisfaction and how easily they can use our services.

These insights will guide our continuous improvement efforts across the Council, which are essential for our success in a resource - limited environment.

Progress Monitoring

This will be managed through our customer transformation board. We will regularly update the organisation and the community on our progress. Additionally, we will conduct a midpoint review of the roadmap to ensure that the actions we have identified are still aligned with the goals of the strategy.



CX Overview

CX Vision

We're committed to putting you, our customer, at the heart of everything we do. We're focused on continuously improving your experience with us.

CX Commitments (CARE)

Customers will find NYC to be:

- Consistent
- Accessible
- Responsive
- Easy

Focus Areas

To deliver on our vision and commitments, we will focus on these areas:

- Putting you first
- Listening and understanding
- Service design
- Digital and technology
- Continuous improvement

Delivery Model

Our operational model for delivering the CX strategy includes:

- Self-service
- Supported general enquiries
- Intermediate support
- Advanced support

Measuring Success

We will know we've improved by measuring:

- NPS Score
- Customer Satisfaction
- Customer Effort
- Customer Complaints

Next Steps

A detailed implementation plan will now be drafted to support the CX Strategy.

Immediate Action Plan

The customer transformation steering group will focus on an immediate action plan to support the uplift of the council's customer service channel.

Establish Governance & Roadmap

The customer transformation steering group will work with the Project Management Office to establish strong governance and structure for the CX roadmap. This will build a customer-focused culture by:

- Ensuring leaders and teams across the organisation understand clear, defined ownership and responsibilities.
- Establishing a process for every change initiative to assess its impact on CX, encouraging collaboration between services.

Develop Change & Communication Plan

A comprehensive plan will be created to ensure the CX strategy is effectively embedded throughout the organisation.

Measure & Report Progress

CX metrics will be used for ongoing evidence and understanding of our tracking, with regular reports informing Councillors and staff, and providing methods for continuous feedback.



Contact us

Online: [northyorks.gov.uk/contact-us](https://www.northyorks.gov.uk/contact-us)

By telephone: **0300 131 2 131**

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You can request this information in another language or format at
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Corporate Property Strategy 2025-2035



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Foreword

We are excited to present North Yorkshire Council’s Corporate Property Strategy, a vital framework that sets out our vision for managing and developing the Council’s property assets in a way that supports our strategic priorities, delivers value for money, and enables high-quality services for our communities.

Our property portfolio is one of the Council’s most valuable resources. It underpins everything we do, from delivering frontline services to supporting economic growth, environmental sustainability, and community wellbeing. This strategy ensures that our approach to property is proactive, data-driven, and aligned with our ambitions for a greener, fairer, and more prosperous North Yorkshire.

As a newly unified authority, we have a unique opportunity to reshape our estate to better reflect the needs of our residents and staff. This strategy sets out how we will rationalise, invest in, and modernise our assets to support agile working, reduce our carbon footprint, deliver financial returns and unlock opportunities for regeneration and partnership. We will use our buildings and land to support local communities, protect our heritage sites, and create places that people are proud of—helping to build a stronger, more connected North Yorkshire.

We are committed to transparency, accountability, and collaboration in the delivery of this strategy. Through strong leadership and a clear governance framework, we will ensure that our property decisions are robust, inclusive, and future-focused.

We would like to thank all those who have contributed to the development of this strategy. Together, we will ensure that our property assets continue to serve the people of North Yorkshire effectively and sustainably for years to come.



Gary Fielding
Corporate Director of Resources



Cllr Gareth Dadd
Deputy Leader and Executive Member for
Finance and Resources

Executive Summary

North Yorkshire Council (NYC) has inherited a significant property portfolio, and its scale gives North Yorkshire Council a uniquely significant role in managing public land and buildings. The shift to a unitary model enables the development of a single, county-wide asset management strategy, replacing the fragmented approaches of the former district and county councils. This allows for standardisation of asset data, improved governance, and more strategic decision-making.

Our Council Plan emphasises a “most local large council” approach, with four pillars: local services and access, local accountability, local action, and local empowerment. By aligning our assets with these pillars, we can maximise their value and impact.

This Corporate Property Strategy (CPS) focuses upon all operational land and buildings, commercial investment assets and land held for development; excluding the Council’s Housing Revenue Account and highway assets which are the responsibility of other service departments in the organisation. The Strategy has a ten-year vision taking it through to 2035, however it will be reviewed after the first twelve months to ensure corporate alignment as the new organisation evolves.

The purpose of our CPS is to guide the effective and efficient management of our portfolio of assets to achieve our key objectives. The strategy will provide the Council with a structured approach to respond to service needs and priorities and will also form the basis on which the Councils team of property professionals will manage and operate the portfolio with support from key services in legal, procurement and finance.

The Strategy is designed to take a corporate view of the property portfolio so that we can respond to the challenges of reduced central government funding, the rising costs of energy, the climate emergency, the changing trends of working and service delivery accelerated due to the COVID-19 pandemic and through Local Government Reorganisation, the developments in prop-tech and more local needs tailored to our communities as identified in our Corporate Plan.

The Strategy is necessary to operate a portfolio that is fit for purpose, whilst being flexible and resilient to the adaptations of the future, and to ensure that the portfolio is transformed into a purposeful collection of assets that are well maintained and reach into our communities at a local level.



The aim of the CPS is to develop an optimised land and property asset base, which is managed in a professional, resilient and increasingly commercial way; supports excellent service delivery; serves our thriving communities and responds to climate and sustainability objectives.

This is delivered through four principles.

1. Corporate Landlord

Delivering asset management in partnership with strong governance and professional excellence, through the centralisation of property activity into a single Corporate Landlord model, positioning Property Services as a key enabler to forward business change.

2. Estate Optimisation

Ensuring assets are fit for purpose, right sized and efficiently used.

3. Sustainability and Carbon Reduction

To support the Council's Climate Change Strategy in becoming net zero in our operational emissions by 2030 or as near to that date as possible.

4. Supporting Communities

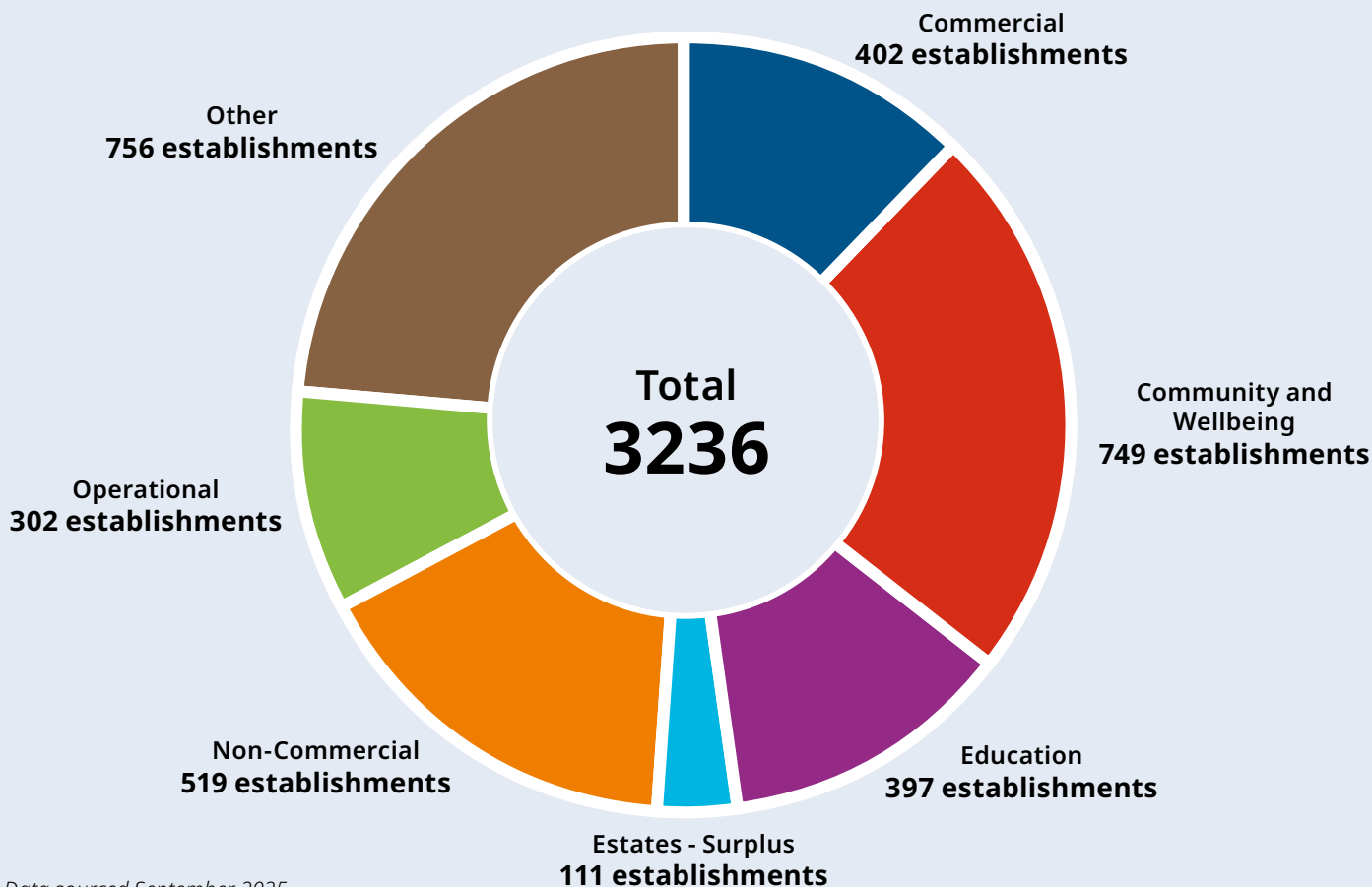
Working collaboratively to empower our communities, increase the sense of place and buy-in across North Yorkshire, contributing to wider initiatives and development objectives.

Implementation of the Strategy will be led by Property Services within the Resources Directorate. A newly formed Corporate Property Board will oversee the delivery of the CPS, and we will continue to work in partnership internally and with external bodies.

Given the scale of our portfolio and our breadth of partners we can utilise property as an enabler to make real change. Our plans will allow us to respond to our transforming environment, to deliver for our internal service areas, our customers, our public and private sectors and voluntary, community and enterprise partners to meet common priorities for North Yorkshire.

Our Portfolio

North Yorkshire Council's Establishments



Data sourced September 2025

Portfolio definitions

Commercial	Establishments held predominantly to generate rental yields / net commercial returns.
Community and Wellbeing	Establishments held predominantly to support community wellbeing / community benefit. Example assets include parks and gardens, bowling greens and sports pitches, community centres, assets leased to community groups at peppercorn rents, public conveniences.
Education	Establishments held for education purposes. Example assets include maintained schools, academy run schools, adult learning establishments.
Surplus / Strategic Sites	Establishments that are surplus to requirements or strategic sites retained for future deployment, development or capital appreciation.
Non-commercial	Establishments that generate income, but where the purpose for holding is not purely commercial. Example assets include farms and farmland, car parks, non-HRA residential property and retained residential freeholds.
Operational	Establishments that the Council runs core services from / staff workplaces. Example assets include depots, NYC offices, council operated museums and cultural venues, leisure centres, crematoriums, libraries, and adult's and children's residential properties including Elderly Persons Homes and childrens residential units.
Other	Establishments that do not fall in above areas. Examples include landfill sites, infrastructure such as monuments and bridges, land and highways verges, and ex HRA garage sites.

Context and Current Position

This Strategy provides the organisational context and sets the framework for the efficient and effective management of property assets for NYC.

Since the formation of NYC in 2023, the estates of the former county and district councils have been merged, with the aim of converging all operational and strategic property management activity into a single harmonised modern and effective service; Property Services. This is the Council's first Property Strategy.

Since vesting day, the focus of property work has been to deliver financial savings from early asset rationalisation opportunities, restructure the property service, bring together service convergence work on portfolio data and intelligence and implement a single Corporate Asset Management System, alongside managing the extensive day to day, business as usual property related activity.

This Strategy will now provide a framework to support Property Services in delivering the efficient and effective management of the Council's property portfolio and related activities. It will guide short to medium-term planning through to 2030 and set the foundation for longer-term objectives through to 2035, aligning asset management with the Council's priorities and outcomes.

Alignment with Corporate Plans and Priorities

- The CPS supports the Council Plan's vision of delivering efficient, accessible, and sustainable services.
- It enables the "most local large council" model by ensuring assets are used to support local service delivery and community engagement including Double Devolution.
- The CPS is a key enabler of the Target Operating Model (TOM), which outlines how the council operates. It helps eliminate duplication, supports agile working, and ensures that property assets are aligned with new service delivery models.
- The CPS supports the Transformation Strategy, which includes digital transformation, system redesign, and customer experience improvements. It contributes to the "Way We Work" and "Customer Experience" themes by creating modern, flexible, and customer-friendly environments. By reducing reliance on physical offices and enabling hybrid working, the CPS complements the Digital Strategy, which aims to make North Yorkshire a "smart county."
- The CPS supports the People Strategy by providing safe, inclusive, and flexible workspaces that enhance staff wellbeing and productivity.
- The CPS is aligned with the council's Net Zero ambitions, focusing on energy efficiency, carbon reduction, and sustainable asset use.
- It enables the delivery of local regeneration and investment priorities by identifying and repurposing assets that can support economic growth and community development, through the Locality and Town Investment Plans.

The approach taken will follow best practice guidance from the Royal Institution of Chartered Surveyors (RICS) and Chartered Institute of Public Finance and Accountancy (CIPFA) and adhere to ISO 55000 principles for land and property asset management.

The delivery of the strategy will also be in accordance with, and responsive to, the Council's Budget and Capital Plan, ensuring value for money and base alignment with the Council's financial position.

Our Ambition

North Yorkshire Council's Corporate Property Strategy aspires to create a modern, efficient, and sustainable property portfolio that enables excellent service delivery, supports thriving communities, and drives economic growth. By unifying and optimising our estate, we will deliver best value for residents, empower local decision-making, and support agile, digitally enabled ways of working. Our ambition is to lead with innovation, reduce our environmental impact, and ensure that every asset contributes to the council's corporate plan key themes to:



Support **thriving places** and **empowered communities** that live, work, visit and do business in **North Yorkshire**



Ensure the **people** of **North Yorkshire** are **safe, healthy** and **living well**



Develop more **sustainable** and **connected** places across **North Yorkshire**



Maximise the **potential** of **North Yorkshire's people** and **communities**

Who will use this Strategy?

1. Corporate Leadership Team, to ensure property decisions align with the council's strategic priorities, transformation goals, and financial planning.
2. Strategic Asset Managers and Property Teams, to guide day-to-day and long-term asset management, including acquisitions, disposals, maintenance, and optimisation.
3. Assistant Directors and Heads of Service, to plan service delivery around available or future property assets, ensuring facilities meet operational needs.
4. Transformation and Programme Teams, to support delivery of the Target Operating Model, digital transformation, and locality working by aligning property use with new ways of working.
5. Finance and Procurement Teams, to assess the financial implications of property decisions, including capital receipts, lifecycle costs, and investment planning.
6. Partner Organisations, including NHS, police, and voluntary sector partners – especially where co-location or shared use of assets is planned.
7. Locality and Community Teams, to support community asset transfers, local service hubs, and engagement with residents on the use of public buildings.



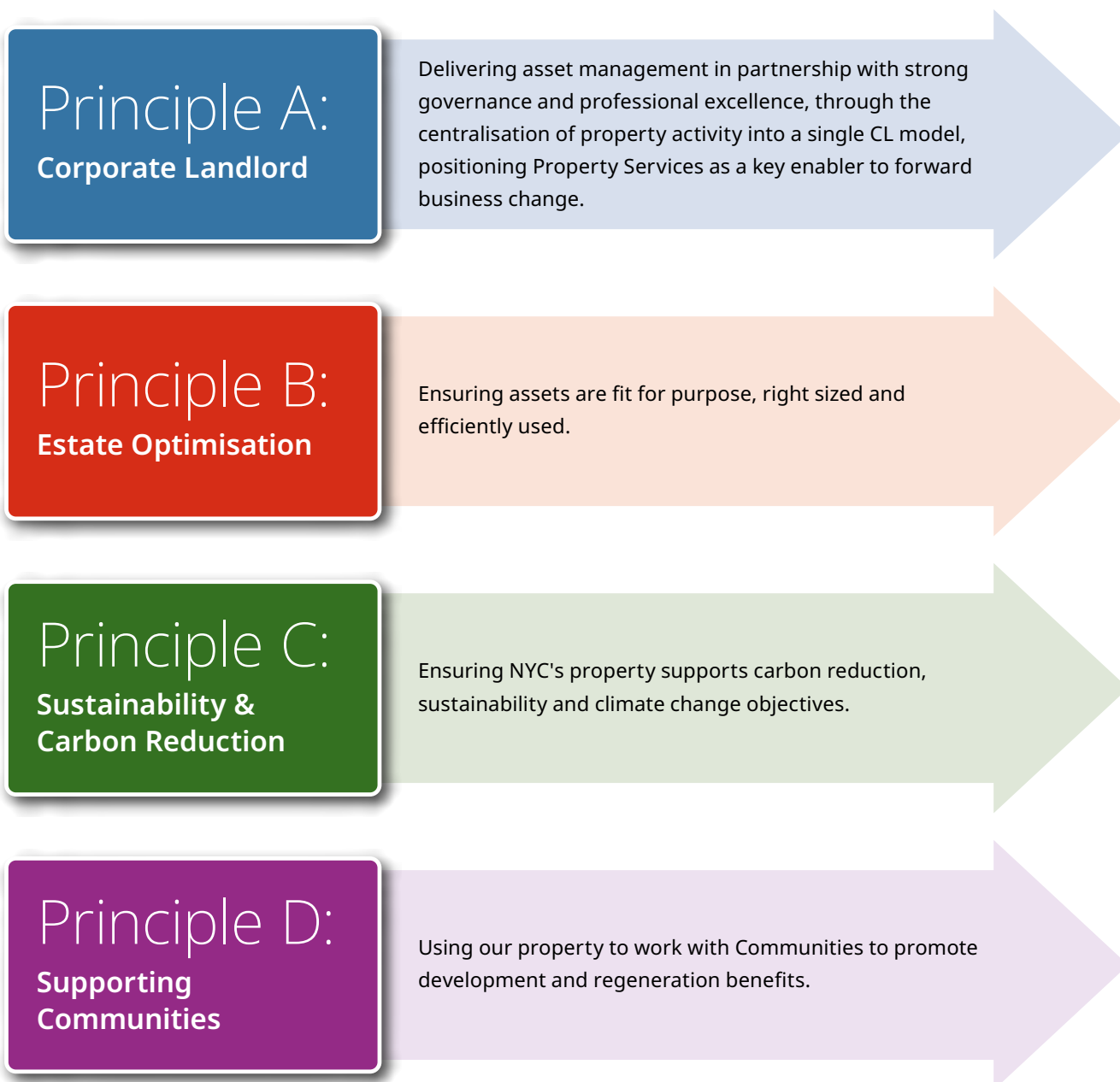
Harrogate Civic Centre, Harrogate

Our Principles

This strategy ensures the Council’s Estate supports the Council Plan through the following overarching aim:

“to develop an optimised land and property asset base, which is managed in a professional, resilient and increasingly commercial way; supports excellent service delivery; serves our thriving communities and responds to climate and sustainability objectives”.

This will be underpinned by the following principles in alignment with the Council’s vision and ambitions.



The CPS provides additional detail on the overall approach to how each of these principles will be implemented through the formation of targeted objectives, as outlined below. Progress will be monitored against those objectives.

Principle A: Corporate Landlord

Delivering asset management in partnership with strong governance and professional excellence, through the centralisation of property activity into a single Corporate Landlord model, positioning Property Services as a key enabler to forward business change.

WHAT?	HOW?
Corporate Landlord Approach	<ul style="list-style-type: none"> Property activity and the portfolio being centrally managed as a corporate resource by an appropriately qualified team. Active and effective Corporate Property Board and sub-groups, structured to provide corporate oversight and enable clear, concise decision making. Corporate decision making through the Corporate Property Board, to make best corporate use of assets. Use of Service Level Agreements (SLA's) to provide a clear approach for responsibilities in the day to day to management of our assets.
Resilient property service structure	<ul style="list-style-type: none"> Functional and effective structure with knowledge sharing embedded across all property disciplines. Robust recruitment and retention strategy. Streamlined access to consultancy arrangements. Supporting staff through their continued professional development to work towards professional qualifications.
Service planning & improvement	<ul style="list-style-type: none"> Effective service planning activity to promote and secure continuous improvement. Agile approach to improvement, incorporating phasing of activity.
Capital project delivery and property improvement	<ul style="list-style-type: none"> Centralised property project function. Embedded capital projects governance and delivery arrangements. Assurance of capital expenditure and project management activity.
Digital Innovation	<ul style="list-style-type: none"> Integrated property systems to allow for real-time tracking of asset performance, usage, and maintenance. Use of the asset data system to drive efficiencies / cost savings. Exploring the use of Artificial Intelligence (AI) and technology best practice to deliver better value services.

2035 Ambition

The ambition is that by 2035 Property Services will be providing a seamless Corporate Landlord function across NYC, recognised regionally and across the sector for our expertise and approach; providing high quality property services which are led by robust, quality data and business insight. Annex B contains our Corporate Landlord Memorandum of Understanding, establishing the corporate principles for successful implementation of this approach.

By 2030 we will:

Professional Excellence – provide a proactive and resilient first-class property service.

Governance – have an effective high functioning property board and strong and effective capital project governance arrangements, which are embedded throughout the organisation.

Digital Innovation – use emerging technology and AI to improve our management of assets and create efficiencies.

Corporate Landlord Approach - manage assets as a corporate resource and make decisions on our portfolio that best meet corporate needs and priorities.

By April 2026 we will:

1. Have completed the Corporate Property re-structure and appointed to vacant posts.
2. Have established and embedded the Corporate Property Board, associated sub-groups and Corporate Landlord approach within the Council.
3. Begun our first review of the Asset Management Action Plan to support the delivery of the CPS ambitions.
4. Have fully established the Capital Projects Delivery Team and agreed corporate governance and monitoring linked to this function.
5. Have implemented a forward plan of service improvement activity aligned with improved utilisation and development of the Corporate Asset and Facilities Management (CAFM) system – to automate and streamline processes and better manage costs.

Principle B: Estate Optimisation

Ensuring assets are fit for purpose, right sized and efficiently used.

WHAT?	HOW?
Financial Effectiveness	<ul style="list-style-type: none"> • Centralisation of all property related budgets, considering future saving and income opportunities at a corporate level. • Targeting and monitoring of property disposals to generate capital receipts and reduce costs and liabilities. • Increasing rental income. • Effective management of surplus assets to reduce liability and risk exposure. • Considering options for re-purposing, demolishing and disposing of assets where it is cost effective to do so.
Asset Data and Performance	<ul style="list-style-type: none"> • Baselining the estate and asset data held. • Using a principal dataset to ensure consistency of data and how asset performance is measured. • Cleansing and verifying asset data to provide credibility. • Using a Core Estate approach to support prioritisation of spend and human resources across our assets.
Optimisation Strategies and Collaboration	<ul style="list-style-type: none"> • Thematic programmes to optimise the estate, considering and challenging existing and future service needs alongside asset requirements. • Using an asset challenge approach to individually review assets or asset classes and support business change. • Using data, knowledge and insight to identify underutilised assets and realise future rationalisation opportunities. • Identification of key partners across the sector and geography through the One Public Estate programme and explore co-location opportunities.
Property Compliance	<ul style="list-style-type: none"> • All assets compliance elements understood and qualified. • A proactive preventative maintenance programme in place to improve asset performance and reduce reactive repairs, address remedial activity. • Technology utilised to increase assurance and drive efficiency. • Prioritised rolling programme of condition surveys. • A long term planned maintenance programme in place to improve asset condition.

2035 Ambition

The ambition is that by 2035 we will have a cost effective, high performing NYC property portfolio, having brought forward optimisation opportunities and planned investment to enhance the retained estate and reduce its footprint, through the strategic rationalisation of surplus land and property assets.

By 2030 we will:

Proactively Measure Estate Performance – have a consistent level of understanding of our estate and have key measures in place to consistently measure and monitor asset performance.

Core Estate – take a risk-based approach to the prioritisation of assets and the management of associated spend and activity, and have asset plans in place to ensure priority assets are suitable and efficiently operated, clarifying responsibilities and providing assurance.

Optimisation – have delivered the first tranche of opportunities and used this success to put in place a forward continuous review and rolling programme for enhancing and maintaining assets and broaden the approach to support key partners.

Rationalisation – have disposed of or re-purposed a number of surplus assets and created a clear pipeline of future asset rationalisation activity to drive the generation of revenue cost savings and capital receipts.

Financial Security – manage all property budgets, projects and rental income centrally with forward opportunities for efficiency, cost savings and additional income identified.

By April 2026 we will:

1. Manage all property asset data and activity in the Corporate Asset Management System, to provide accurate, effective and efficient reporting.
2. Have agreed a programme of asset reviews to drive future optimisation and reduction in our operational estate and completed a number of reviews within the programme.
3. Have established a forward pipeline of asset disposals and capital receipt targets.
4. Have established a programme to monitor and oversee the management of our surplus assets.
5. Have baselined and centralised rental income budgets to effectively better monitor and manage the performance of the commercial estate.
6. Have baselined and centralised property related expenditure budgets to fully understand and manage the costs relating to the property portfolio.
7. Have agreed a policy to support the Core Estate approach and prioritised assets to guide the development of a long term planned investment strategy and the targeting of responsive repair budgets.

Principle C: Sustainability & Carbon Reduction

To support the Council’s Climate Change Strategy in becoming net zero in our operational emissions by 2030 or as near to that date as possible.

WHAT?	HOW?
Energy contracts	<ul style="list-style-type: none"> • Robust and effective contracting arrangements with energy suppliers and for ancillary requirements. • Access to offsetting opportunities such as Renewable Energy Guarantees of Origin (REGO) tariffs to balance carbon reduction activity.
Building use	<ul style="list-style-type: none"> • Fabric first approach to be taken when retrofitting assets with sustainable and carbon reducing solutions. • Implement measures to reduce energy and water consumption within Council occupied buildings. • Rationalise our operational estate to reduce carbon emissions. • Implement technology solutions to better manage our buildings and reduce energy consumption.
Land	<ul style="list-style-type: none"> • Utilise land holdings to support Biodiversity Net Gain. • Review opportunities to utilise the portfolio to produce renewable energy. • Manage land to support natural capital.

2035 Ambition

The ambition is that by 2035 the progress made to become net zero will be built upon moving some assets into a negative carbon position and to reduce the reliance on offsetting strategies.

By 2030 we will:

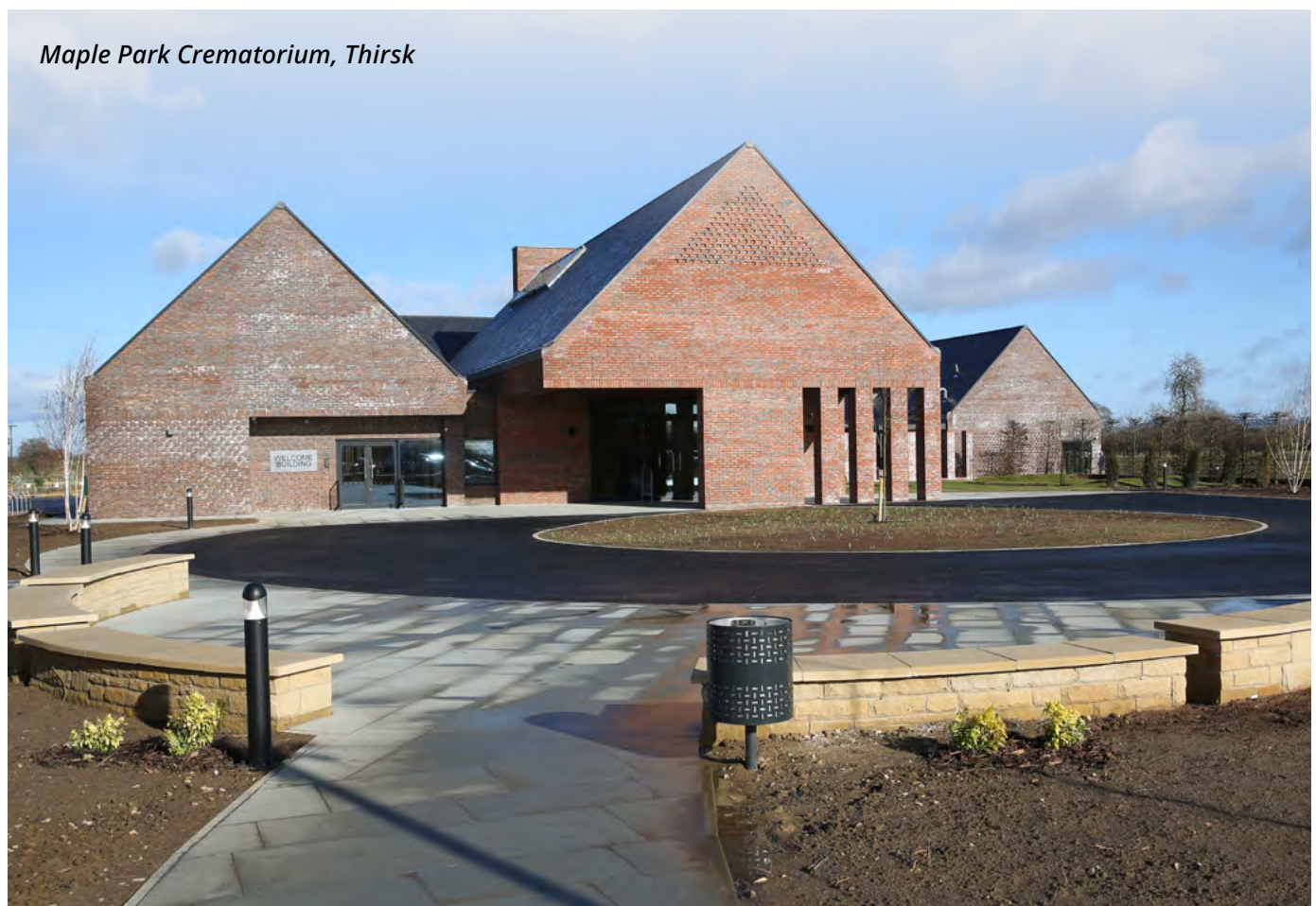
Net Zero – successfully bring the carbon emissions associated with the Council’s estate to a net zero position through the implementation of effective carbon reduction and offsetting strategies.

Occupancy – promote the efficient and effective occupancy of the Council’s estate, maximised utilisation and have embedded a culture of shared ownership to promote positive user behaviour and experiences to support sustainability.

Land – have a robust plan in place to maximise the utilisation of our land and natural capital to maximise non-traditional development opportunities, balancing natural, social, and economic gains.

By April 2026 we will:

1. Have established a programme to identify carbon reduction opportunities across the property portfolio and developed a priority project pipeline to support future capital investment and external grant funding bids.
2. Have created a forward programme of Energy Conservation measures that can be implemented across the retained Estate.
3. Have completed a Pilot project to explore opportunities to utilise the Council’s land to support biodiversity net gain initiatives.



Principle D: Supporting Communities

Working collaboratively to empower our communities, increase the sense of place and buy-in across North Yorkshire, contributing to wider initiatives and development objectives.

WHAT?	HOW?
Development	<ul style="list-style-type: none"> • Promotion of appropriate land holdings for inclusion within the new Local Plan. • Support the increase in housing delivery and employment through the release of Council land for development.
Regeneration	<ul style="list-style-type: none"> • Provide effective support for regeneration initiatives concerning Council property. • Enable growth through strategic property acquisition, place making, supporting the provision of affordable housing and interaction with key development partners.
Community Assets	<ul style="list-style-type: none"> • Proactively support and contribute towards the Council's Double Devolution aspirations. • Manage the Community Assets Policy, incorporating Assets of Community Value and Community Asset Transfer procedures.

2035 Ambition

The ambition is that by 2035 we will be seen as a sector leader in our approach to the management of community assets, taking a consistent, supportive and proactive approach, working with our key partners to ensure a whole system approach to taking responsibility, minimising forward liability and managing assets at a local level.

By 2030 we will:

Housing Delivery - have established a strategic sites programme to unlock Council owned sites for housing and economic development, adding further allocated sites for delivery as part of the Local Plan, and be well underway with the delivery of the programme.

Place Making - support and enable the delivery of key regeneration activity across our key towns.

Community Empowerment - be leading a consistent and successful approach to the appropriate use and transfer of assets within our communities, in accordance with relevant policies and procedures and supporting the Double Devolution agenda.

By April 2026 we will:

1. Have developed a strategic land programme to progress delivery of NYC owned sites with existing Local Plan allocations.
2. Have identified potential council owned sites that would be suitable for future housing and employment development uses and have submitted them in the NYC Local Plan Call for Sites exercise.
3. Support the devolution of assets to community groups, City, Town and Parish Councils.
4. Have developed and agreed a Community Asset Transfer (CAT) policy and be supporting community groups to identify and secure external grant funding to support with building investment.
5. Have reviewed the asset portfolio and created a programme of assets that will be suitable for CAT, linked to asset rationalisation.

Measuring Delivery and Achievement

The Corporate Property Strategy sets out the Council’s priorities for its property portfolio through to 2035. A supporting Asset Management Action Plan will provide a more detailed framework to measure and report performance against the strategy, alongside the Key Performance Indicators set out below.

Delivery of the strategy will be the responsibility of the Corporate Property Board, with progress updates to the Corporate & Partnership Overview and Scrutiny Committee.

Corporate Property Board reporting will include as a minimum:

- Quarterly reporting against agreed performance indicators
- Quarterly reporting against the Asset Management Action Plan
- Quarterly exception reporting on major property-based projects and programmes
- Annual approval of a ‘State of the Estate’ report summarising progress in the preceding 12-month period

The Corporate Property Board will also undertake a progress review of the Strategy after twelve months to ensure the strategic priorities remain appropriate and deliverable, making any changes considered necessary.

Key Performance Indicators

Principle A: Corporate Landlord services

Staff turnover rate.

Proportion of property team with, or working towards accreditation with approved property professional bodies.

Property related financial savings delivered through service improvements and automation.

Percentage of capital projects completed within programme.

Percentage of capital projects completed within the allocated budget.

Principle B: Estate Optimisation

Capital receipts generated from asset sales.

Percentage of lettable space occupied in the commercial portfolio.

Value of rental income generated from our tenanted lettable estate.

Financial impact of voids.

Cost of holding surplus assets.

Amount of total overdue rental debt.

Key Performance Indicators

Principle B: Estate Optimisation (continued)

Property related financial savings delivered through asset rationalisation and increased rental income.

Customer & building user satisfaction.

Percentage of estate with an up to date (5 years) condition survey.

Average cost per square metre for property maintenance.

Proportion of planned maintenance activities versus reactive.

Percentage of assets with a valid Gas Safety Certificate.

Percentage of assets with a valid Water Hygiene (legionella) Risk Assessment.

Percentage of assets with a valid Asbestos Management Plan.

Percentage of assets with a completed Fire Risk Assessment.

Number and Percentage of total assets with outstanding remedials (non-compliant/certified).

Principle C: Sustainability & Carbon Reduction

Number of assets with an EPC/DEC of C or below.

Number of assets with an EPC/DEC of G or below.

Number of decarbonisation reports completed.

Number of buildings with on-site renewable energy generation.

kWh generated annually from self-generation.

Percentage of total energy demand met by self-generation.

Reduction in energy demand.

Co2 tonnage reduction.

Energy Intensity compared to CIBSE guidelines.

Principle D: Supporting Communities

Number of homes, affordable homes opportunities and employment space created through the site disposal programme.

Number of regeneration projects supported by Council owned property.

No.of CAT applications approved and completed.

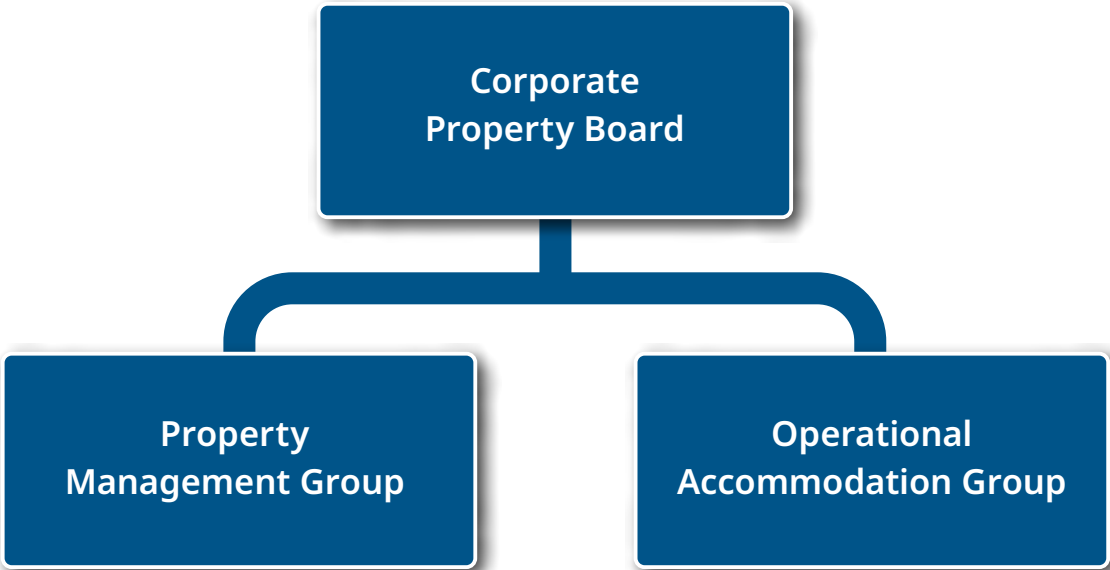
Governance

The Corporate Property Board comprises the Council’s Senior Management Team and will provide the strategic direction and oversight to support the Property Team with the management of the property portfolio, and play a critical role in the delivery of the North Yorkshire Corporate Property Strategy. It will provide a forum to consider property issues at a corporate level and provide a single, One Council approach to the management of property and facilities.

The Board will:

- Ensure assets are managed as a corporate resource rather than at directorate level.
- Commission the Corporate Property Strategy and receive progress updates against its delivery.
- Ensure the Corporate Landlord model is embedded successfully across the Council.
- Provide a steer on the direction of strategic property issues such as the approval of pipeline proposals and approval on specific strategic properties.

The Board will be supported by two sub-groups: the Property Management Group and the Operational Accommodation Group.



Property Management Group (PMG)

The PMG will:

- Consider emerging property issues at a cross-directorate level and ensure assets are considered from a corporate perspective.
- Lead on the Asset Challenge process and consideration of surplus assets.
- Receive updates on the disposal programme.
- Receive updates from the Property team on key strategic property matters.

Operational Accommodation Group (OAG)

The OAG will:

- Consider emerging accommodation issues at a cross-directorate level to ensure operational assets are considered from a corporate perspective.
- Review and challenge Service Delivery Asset Management Plans to consider opportunity for synergy.
- Lead on the optimisation of operational accommodation as a delivery and oversight group.
- Help property challenge the as is and support change.

Both groups will provide Property Services with a planning and operational interface to enable formal engagement and consultation for property related matters across all Directorates within the Council.

County Hall, Northallerton



Annex A: Glossary of Terms

Corporate Landlord (CL)	the centralised land and property function for the Council.
Corporate Property Strategy (CPS)	the corporate approach to strategic business planning, connecting corporate outcomes and business needs to the development of property assets and future investment.
North Yorkshire Council (NYC)	unitary local authority for the non-metropolitan County of North Yorkshire.
One Public Estate (OPE)	the OPE programme supports locally-led partnerships of public sector bodies to collaborate around their public service delivery strategies and estate needs.
Operational Accommodation Group (OAG)	an NYC sub-group that considers emerging accommodation issues at a cross-directorate level to ensure operational assets are considered from a corporate perspective.
Optimisation Strategy	strategic approach to the improvement of the asset base, increasing effectiveness, efficiency, suitability, and utilisation.
Property Management Group (PMG)	an NYC sub-group that considers emerging property issues at a cross-directorate level and ensures assets are considered from a corporate perspective.
Rationalisation	a planned approach to reducing the asset base concerning the release of surplus assets through repurposing, disposing, and demolishing.
Strategic Land Programme	a strategic, planned approach to releasing key allocated sites within council ownership for supporting the delivery of housing supply and economic regeneration.

Annex B: Corporate Landlord MoU

Purpose

This Memorandum of Understanding (MOU) sets out the terms and understanding to implement a Corporate Landlord Model aimed at optimising the management and utilisation of land and property assets within North Yorkshire Council.

It provides the background and context for developing and putting in place Service Level Agreements (SLAs) with Heads of Service or appropriate Service Managers where a service uses Council land and property interests. SLAs present respective Corporate Property and Service level responsibilities for identified property assets.

Background

The Corporate Landlord Model centralises the ownership, management, and maintenance of property assets and interests under a single centralised corporate entity. This approach aims to improve efficiency, reduce costs, and ensure that property assets are aligned with good practice and the strategic objectives of North Yorkshire Council.



Objectives of a Corporate Landlord Model

1. Ensure land and property interests are managed corporately to support the Council's Vision.
2. Ensure value for money and economies of scale.
3. Provide the right property solution, fit for purpose, in the right place both now and in the future.
4. Promote community empowerment and collaborative working with strategic partners for the benefit of our area.
5. Support and enable Carbon Reduction and Sustainability.
6. Support and enable Development and Growth.

Overarching Roles and Responsibilities

1. Property Services:

- Provide strategic direction and oversight for the Corporate Landlord Model.
- Ensure alignment of property management with council objectives.
- Allocate necessary resources for the implementation and operation of the model.
- Facilities Management (FM) and Workplace.
- Estates Management.
- Asset strategy and asset optimisation.
- Data and asset information.
- Property capital projects.
- Planned maintenance and responsive repairs.
- Property related Statutory and Policy Compliance.

2. Relevant Service:

- Manage day-to-day service functions and operations within property assets.
- Meets all relevant service policies, laws and regulations, including Health and Safety.
- Regular communication between the Service and Corporate Property concerning the suitability and use of property assets.

Governance and Monitoring

The Corporate Property Board is established to oversee the implementation and operation of the Corporate Landlord Model. Issues arising from the implementation of this MoU will be reported to that group.

Annex C: Sub-analysis of the Portfolio

Portfolio	Sub analysis	Number of establishments
Commercial	Retail	91
	Industrial	193
	Leisure	63
	Office	28
	Other	27
Community and wellbeing	Community assets	48
	Parks, Play Areas and Open Space	550
	Public Conveniences	122
	Church yards and cemeteries	29
	Other	
Education	Academy School	172
	Maintained School	178
	Other Education Establishment	47
Surplus/ Strategic sites		111
Non-Commercial	Car Parks and Park and Ride	196
	Farms and Farmland	165
	Non HRA - residential interests	126
	Markets and Business Centre units	26
	Other	6
Operational	Childrens Centres, Day Centres & Family Hubs	34
	Crematoriums	4
	Cultural venues	12
	Depots	67
	Harbours	3
	Leisure Centres, Swimming Pools and Wellbeing Hubs	23
	Libraries and Registrars	38
	NYC Office	24
	Residential sites	84
	Other	13
Other	Bridges, Monuments and Infrastructure	94
	Land (including highway land and verges)	490
	Telecoms and Utilities	98
	Landfill sites	18
	Other	56



Contact us

Online: northyorks.gov.uk/contact-us

North Yorkshire Council, County Hall, Northallerton, North Yorkshire, DL7 8AD

You can request this information in another language or format at
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Corporate & Partnerships Overview and Scrutiny Committee Remit

Scope

- The Council’s corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality and diversity, performance management, communication and access to services.
- Partnership working, community development, community engagement, community strategies and community safety.
- This Committee is the Crime & Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006.

Agenda Briefings (Attended by Group Spokespersons only) - will be held at 9.30am on the day of the committee meeting

Corporate and Partnerships Overview and Scrutiny Committee 2025-2026 Work Programme

Committee Meeting – 9 June 2025 @ 10:30am

Transformation	Progress update on convergence and transformation of services, to include update on new Corporate Property Strategy - Brigette Giles, Interim AD for Transformation
Corporate Services Performance	Update provided by Will Boardman & Gary Fielding
Workforce Annual Update	Provided by Trudy Foster, Assistant Chief Executive (HR & Business Support)
Locality Budgets	Annual review of Councillor Locality Budgets 2024/25 and feedback on proposal to revise bid criteria – Rachel Joyce, Assistant Chief Executive (Local Engagement)
Localities Team Update	An overview report on the Localities Service programme funding – Marie-Ann Jackson, Head of Localities
North Yorkshire Refugee Resettlement Update	Annual Programme Update – Jonathan Spencer, Refugee Resettlement Project Manager
Notice of Motion	Feedback on Notice of Motion from meeting of full Council in February 2025, relating to the creation of a ‘Register of disposable assets’ – Kerry Metcalfe, AD Property Procurement & Commercial

Work Programme 2025/26	Consideration of the work programme
Additional Committee Meeting – 16th or 23rd June 2025 @ 10:30am	
Attendance of Deputy Mayor	Proposal to invite Jo Coles, York and North Yorkshire’s Deputy Mayor for Policing, Fire and Crime to receive an update on the new Police & Crime Plan for 2025-2029 and new Fire & Rescue Plan, and to hear her views on crime, ASB and the services commissioned to provide support to victims etc (attendance to be confirmed).
Mid Cycle Briefing – 7 July 2025 @ 10:30am	
Work Programme 2025/26	Consideration of the work programme
Committee Meeting – 29 September 2025 @ 10:30am	
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities, Chair of CSP - Assistant Chief Constable Fiona Willey
Localities Update	Bi-annual update on work of the Localities Service to include an update on volunteering Marie-Ann Jackson, Head of Localities & Keeley Metcalfe, NYCC Resourcing Solutions Business Partner
Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim Director of Transformation & Amani Anderson Leefe (new AD for Transformation)
Property	Draft Corporate Property Strategy – Kerry Metcalfe, AD Property Procurement and Commercial
Customers	Draft Customer Strategy – Margaret Wallace, AD Customer Revenue and Benefits
<i>Resilience and Emergencies</i>	<i>Annual performance update on the National Resilience Standards – to include an overview of ongoing Resilience and Emergencies work and an update on sandbags – Matt Robinson, Head of Resilience and Emergencies – DEFERRED to December 2025 meeting</i>
Work Programme 2025/26	Consideration of the work programme
Mid Cycle Briefing – 3 November 2025 @ 10:30am	
Work Programme 2025/26	Consideration of the work programme
Committee Meeting – 15 December 2025 @ 10:30am	
Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim Director of Transformation & Amani Anderson Leefe

Restructures	Post-implementation Review of Restructures
Home Working	Update on Home Working Arrangements
Council Plan 2024-28 Development	Update on Council Plan Refresh including Review of Council Priorities – Will Boardman, Head of Strategy & Performance (draft Plan to be presented)
Equalities	Annual Update on Equalities – Will Boardman
Youth Justice	Annual Performance Update – Barbara Merrygold, YJS Planning & Development Officer / Andy Dukes YJS Team Manager
Resilience and Emergencies	Annual performance update on the National Resilience Standards – to include an overview of ongoing Resilience and Emergencies work and an update on sandbags – Matt Robinson, Head of Resilience and Emergencies
Work Programme 2025/26	Consideration of the work programme
Mid Cycle Briefing – 26 January 2026 @ 10:30am	
Work Programme 2025/26	Consideration of the work programme
Committee Meeting – 16 March 2026 @ 10:30am	
Transformation	Progress update on convergence and transformation of services - Brigette Giles, Interim Director of Transformation
Community Safety	Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities & Chair of CSP - Assistant Chief Constable Catherine Clarke
Localities Update	Bi-annual update on work of the Localities Service to include an update on volunteering Marie-Ann Jackson, Head of Localities & Keeley Metcalfe, NYCC Resourcing Solutions Business Partner
Work Programme 2025/26	Consideration of the work programme
Mid Cycle Briefing – 27 April 2026 @ 10:30am	
Draft Work Programme 2026/27	Consideration of the work programme

