



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, David Chance, Kevin Foster, Tim Grogan, Robert Heseltine, David Ireton, Tom Seston, Subash Sharma, Phil Trumper and Vacancies.

Date: Monday, 16 March 2026

Time: 10.00 am

Venue: The Grand - County Hall

Business

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

2. **Minutes of the Meeting held on 15 December 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 11 March 2026, 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. **Feedback on Notice of Motion - 'Supporting Area Committee Decision-Making'** (Pages 9 - 14)

6. **Transformation Update** (Pages 15 - 38)

7. **Bi-annual Update on Community Safety Plan Delivery &** (Pages 39 - 50)

Partnership Working

8. Annual Youth Justice Performance Update (Pages 51 - 60)

9. Draft Council Plan 2026-2030 (Pages 61 - 96)

10. Draft Work Programme 2026-27 (Pages 97 - 100)

Purpose of the Report – To consider, amend and adopt the committee’s draft work programme for the coming municipal year.

11. Any Other Items

Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances

12. Date of Next Meeting - 15 June 2026

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.

Contact Details

Enquiries relating to this agenda please contact Melanie Carr Tel: 01609 533849 or e-mail:

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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 above) prior to the start of the meeting.

Barry Khan
Assistant Chief Executive
Legal and Democratic Services
County Hall
Northallerton

Friday, 6 March 2026

North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

Minutes of the in person meeting held on Monday, 15 December 2025 commencing at 10.30 am.

Councillor Andrew Williams in the Chair. Plus Councillors Bryn Griffiths, Chris Aldred, Derek Bastiman, David Chance, Kevin Foster, Tim Grogan, Robert Heseltine, David Ireton, Tom Seston, Subash Sharma, Phil Trumper, Greg White and Peter Wilkinson.

In attendance: Councillor Carl Les and NYP Chief Superintendent Fiona Wyllie

Officers present: Melanie Carr, Gary Fielding, Amani Anderson Leefe, Trudy Forster, Odette Robson, Will Boardman and Matthew Robinson.

Apologies: Councillors Karl Arthur and Nick Brown

Copies of all documents considered are in the Minute Book

78 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors Karl Arthur and Nick Brown. Councillor Nick Brown was substituted by Councillor Peter Wilkinson.

79 Minutes of the Meeting held on 29 September 2025

Resolved – That the Minutes of the meeting held on 29 September 2025 be taken as read and confirmed by the Chair as a true record.

80 Declarations of Interest

There were no declarations of interest.

81 Public Participation

No public questions or statements were received.

Before moving to the first main item of business, the Chair welcomed the Leader to the meeting. He also took the opportunity to draw Committee members' and the Leader's attention to the reports within the agenda and in particular, the lack of comparative data from previous years, which if provided would have enabled Members to better understand the direct of travel of particular issues and the impact of any mitigation measures referred to in the reports.

He requested that report authors consider this when producing future reports, and asked the Leader to note this concern.

82 Community Safety Update

Considered – A presentation from the Head of Community Safety and CCTV, providing an update on progress against the NYCSP priority of tackling hate crime, and an update on the work of the Community Safety Hubs which included data on specific crime types.

Odette Robson, Head of Community Safety confirmed the operational work of the Hubs was not within the remit of the committee, as they reported to the Area Constituency

Committees, which was why the Committee did not usually receive data on specific crime types across the county within their bi-annual CSP Delivery & Partnerships Working update.

The Chair suggested the Committee should encourage the Area Committees to request biannual crime data updates to ensure Members were aware of the ongoing issues within their divisions and the steps being taken to address them. In response it was confirmed:

- Those committees were already receiving bi-annual community safety updates from the Community Safety Hubs and that operational statistics could be included in those going forward.
- There was often peaks and troughs in the crime data as a result of seasonal trends.
- Hate crime was often linked to the night time economy
- Police officers were often subjected to hate crime

In response to Members questions, Odette Robson and Fiona Wyllie, Chief Superintendent for North Yorkshire Police confirmed:

- Key elements to tackling hate crime were community engagement, and working with schools and North Yorkshire Youth Groups – online hate was often reported by school leaders. The importance of early education was stressed, and the work of school liaison officers was noted
- Early intervention and prevention were a key focus of the Joint Coordination Group, as detailed on slide 11
- One of the challenges was mis-information. It was noted that the media often delivered incorrect/inflammatory information. Issuing joint NYC and NYP communications was helpful to ensure the right messages were going out, helping to deflate situations.
- Tackling anti-social behaviour provided key intelligence on other more serious organised crime.
- The clean-up of graffiti was sometimes delayed to enable intelligence gathering
- The Hate Crime team consisted of a sergeant and PC who coordinated work out in to the area teams. The team oversaw all reported hate crime incidents and liaised with victims
- Tackling anti-social behaviour hotspots – there had been notable success in Harrogate with a significant reduction, delivered through a wider collective approach.
- There were ongoing initiatives in other areas, with monthly discussions on neighbourhood plans. The Chair requested information on the ongoing work in his division.

Councillor Subash Sharma stressed the importance of integration and the role of community leaders, recognising integration was different for different groups/communities. Understanding what it might entail for specific communities would provide people who come in from the outside to have a context within which to work.

Odette Robson drew attention to her cycle of 6-monthly committee updates on community safety and requested that the Committee identify an area of focus for her next update.

The Chair agreed to consider this at the next mid cycle briefing, and thanked the officer and Chief Superintendent for their presentation.

Resolved – That:

- i. The update on tackling hate crime and the work of the Community Safety Hubs be noted.
- ii. Information on the ongoing work in the Ripon Minster & Moorside division be provided to the Chair
- iii. The Area Committees be encouraged to request operational statistics as part of their Community Safety Hubs 6-monthly updates

83 Presentation on Home Working Arrangements & Sickness Absence

Considered – A presentation on Hybrid Working and Sickness Absence provided by the Assistant Chief Executive (HR & Business Support)

Trudy Forster, the Assistant Chief Executive (HR & Business Support), provided a detailed overview of two issues drawn from the Committee's annual Workforce Update delivered at its meeting in June 2025.

In regard to sickness absence, Members noted the data provided on the number of days lost per quarter, per FTE by Directorate in 2024/25. They also noted the data for the first two quarters in 2025/26 (shown on slide 16), which showed the numbers for every directorate were increasing.

In response to members questions, Trudy Forster confirmed:

- All absentees are required to undertake a return-to-work interview with their line manager or team leader on their return.
- The annual cost to the Council as a result of sickness absence was around £8m
- Sickness levels were higher than pre-covid but lower than the previous year – Members requested a table of year on year data in order to be able to understand the direction of travel.
- There was no national collection of workforce data making it difficult to benchmark the authority against other similar authorities.
- New employees were expected to spend the most of their time in the office during the first 3 months to allow for a proper induction
- Multi-generational workforces required a range of ways of working to suit a range of age groups

Members discussed the benefits to new and younger members of staff of working in the office alongside older more experienced members of their team, which would only be possible if both parties were in the office. In response, Trudy Forster confirmed the Policy was designed to deliver what works well for both employees, their teams and the organisation as a whole.

Noting the average age of the workforce was 46, Members also queried the age profile of sickness absentees, querying whether age was a factor for some of the reasons for sickness absence. Trudy Forster agreed to look at that and include a breakdown based on age in her next workforce annual update.

Noting the number of sickness absences as a result of physical injury, Members queried the mitigation training provided, and it was confirmed that staff training was provided on safe working environments and manual lifting etc. Members requested that information on mitigation training and its uptake be included in future annual workforce updates.

In regard to hybrid working, members noted the information provided on the Council's Hybrid Working Policy, its application, which teams have the ability to work in that way and the ways it was managed. It was confirmed that the ability to work from a number of council sites was also classed as hybrid working and that NYC employment contracts did not state the number of days an employee could work from home per week.

It was noted that operationally, information on how many people were working from home and what they were doing, was overseen by Team Leaders and Service Managers, and that decisions on the application of the council's policy on Hybrid Working were based on the needs of each service area.

The Chair thanked the officer for the presentation, and it was

Resolved – That:

- i. The update on hybrid working and sickness absence be noted.
- ii. A table of year on year sickness levels be circulated to committee members
- iii. Information be included in future annual workforce updates on:
 - o Staff training aimed at mitigating sickness absence.
 - o The age profile for absentees, based on reasons for sickness absence

84 Transformation Update

Considered – A report of the Corporate Director for Resources providing an update on the progress of the transformation activity within the council, including progress with the convergence of services, associated restructures, and the development of an updated Transformation Strategy for the Council.

Gary Fielding - Corporate Director for Resources confirmed a huge amount had happened in transformation with significant progress especially in regard to the council's enabling systems and processes. The council wide systems, such as finance and the CRM, and the ongoing convergence work had brought many teams onto single systems, and the council was now in a good position to move on to the next stage of its transformation journey.

Members noted the challenges of working on multiple IT systems at once, and in response to members questions, officers confirmed:

- A technical programme of outstanding works was currently being drawn up and would go to Management Board in January 2026
- The majority of outstanding systems would be delivered by the end of the 2025/26 fiscal year
- The council still had contractual obligations on some legacy systems
- The Council had updated a number of major systems this year which was not ideal e.g. Revenue & Benefits, the Council's financial system, its customer CRM and recruitment system
- Moving data effectively from the many legacy systems inherited was complicated, and sometimes even when data conversion was completed, the system was still not ideal – Members requested a progress update on this for a future meeting

The Committee sought clarification on the funding gap and new savings required (referenced in paragraph 2 on page 54), and Gary Fielding agreed to provide a detailed written response following the meeting.

Amani Anderson-Leefe - Assistant Director Transformation, drew members attention to the draft Transformation Strategy at Annex A aimed at driving change, improving services and ensuring the future financial sustainability for the benefit of North Yorkshire's residents, communities and businesses.

Specific attention was drawn to the three major cross cutting programmes of work within the Strategy. Members were pleased to note the workstream around 'how we will work' aimed at delivering more effective governance and less bureaucracy. They also welcomed the launch of a staff suggestion scheme recognising that employees were best placed to identify ways of increasing savings.

The Chair thanked officers for the update, and it was

Resolved – That:

- i. The report be noted
- ii. The draft Transformation Strategy be endorsed

- iii. A detailed written response on the funding gap and future savings required, be circulated to Committee members

85 Annual Review of Equalities Objectives

Considered – A report of the Assistant Chief Executive – Local Engagement, providing an overview of progress with achieving the Council’s equality, diversity and inclusion (EDI) objectives.

Will Boardman, Head of Strategy and Performance introduced the report and drew attention to the council’s public sector equality duties and the revised draft Equality Impact Assessment form (EIA) at Appendix 3.

Members queried the level of progress against the initiatives contributing to the achievement of the objectives detailed in the report, noting there was no comparative data from previous years. In response, Will Boardman agreed to circulate the table missing from the report at Appendix A and to include an extra column in the table containing national average data in future annual updates.

In regard to the workforce diversity data for 2024/25, Members again noted that without comparative data from previous years it was not possible to assess whether the measures being taken to improve diversity were working.

Resolved – That

- i. The annual update on progress with achieving the Council’s equality, diversity and inclusion (EDI) objectives be noted.
- ii. Future annual updates should provide comparative data on workforce diversity from previous years and data on national comparators.
- iii. The revisions to the EIA form be noted.
- iv. That the Table referred to as Table A in the report be circulated to Committee members

86 Annual Performance Update on National Resilience Standards

Considered – A report of the Assistant Chief Executive Local Engagement providing an update on progress and incidents impacting emergency planning and community resilience affecting North Yorkshire Council, and an update on the use of sandbags.

Matthew Robinson - Head of Resilience and Emergencies introduced the report and drew specific attention to the overview of the council’s approach to sandbags at Appendix 3 of the report.

Members queried the cost to the council of dealing with the incidents listed in section 3 of the report and how the Council had funded them. They noted that in some cases the Council may have drawn on some external funding e.g. in the case of the Langdale fire, funding had been access from the Bellwing Fund. Officers agreed to look at it outside of the meeting and to circulate a written response.

Members noted the progress against the council’s corporate Emergency Planning Group work plan and the current position in regard to Community Emergency Plans as detailed in sections 4 and 6 of the report.

They went on to consider the Council’s current approach to the use of sandbags (shown in Appendix B of the report), and discussed the state of repair of some of the sandbag stores. Overall Members supported the current approach and agreed it should continue. They also suggested that the document at Appendix B detailing the Council’s current approach to the use of sandbags should include a table of the sandbag stores location and addresses.

Councillor David Chance asked that the condition of the store in his division be looked at as a matter of urgency.

The Chair thanked the officer for the Resilience and Emergencies Annual Update 2025, and it was

Resolved – That:

- i. The report be noted.
- ii. The Committee's feedback on the Council's current approach to the use of sandbags be used to inform the Council's future approach (see above)
- iii. Information on the cost to the council of dealing with the incidents listed in section 3 of the report, be circulated to committee members.

87 Work Programme

Considered – The work programme for the remainder of the 2025-26 municipal year presented by the Senior Scrutiny Officer.

Having considered the discussions on previous agenda items and other developments taking place across the county, Members

Resolved – That no revisions were required to the work programme for the coming meeting on 16 March 2026.

88 Date of Next Meeting - 16 March 2026

The meeting concluded at 11.48 am.

North Yorkshire Council

Corporate and Partnership Overview and Scrutiny Committee

16 March 2026

Report on Notice of Motion from Full Council on 16 November 2025

Report of the Assistant Chief Executive (Legal & Democratic Services)

1.0 Purpose of Report

- 1.1 To present information in response to a Motion at Full Council on 12 November 2025. This information has been provided to enable members to consider the Motion allocated to this Committee and agree an appropriate way forward to deliver a response for full Council's future consideration.

2.0 Background

- 2.1 At Full Council on 12 November 2025, a number of Motions were received, and it was agreed they would be referred to the Scrutiny Board to consider and allocate to the appropriate Overview and Scrutiny Committee, with the intention of recommendations being brought back to the next meeting of full Council on 20 May 2026.
- 2.2 The Scrutiny Board considered those Motions, and it was agreed that the following Motion should be considered by the Corporate & Partnerships Overview & Scrutiny Committee.

3.0 Motion - Register of Disposable Assets

- 3.1 The Notice of Motion as proposed by Councillor Peter Lacey (and seconded by Councillor Kirsty Poskitt) stated:

Council acknowledges the commitment made in advance of assuming Unitary status to being the most local large unitary Authority. Council further recognises the means by which such localism is being pursued including double devolution and the development of community partnerships. However, in a recent officer review of delegated powers by Area Committees a number of these powers were not being regularly exercised. Council recognises that it is for Area Committees to determine their own work programme but equally that delegated powers should and could be better facilitated and enabled by changes in the way that Council business is run.

Council therefore commits:

- i. To ensure that the data and intelligence necessary for Area Committees to exercise their powers is aligned to the new Divisions expected to be finalised in January 2027 and therefore no longer reflects former District and Borough boundaries wherever possible and by September 2026 at the latest.*
- ii. To put in a place a robust process to enable Area Committees to exercise delegated power 20 to "make recommendations to the Corporate Director of Community Development on the expenditure of Community Infrastructure Levy (CIL) and appropriate section 106 expenditure".*
- iii. To develop a list of services likely to be more effectively delivered by Town and Parish Councils and/or in partnership with local community and voluntary groups and that, subject to business cases, there would be a presumption for double devolution for these services.*
- iv. To ensure that once County-wide policies are agreed, and where there is a commitment to locally sensitive implementation, that Area Committees are provided with the*

necessary officer support to develop and sign off plans, for example in the cases of Town Investment Plans or Local Parking Plans, consistent with delegated powers 17-19, 21 & 22 concerning local economic development. Community Development / Dem Services.

- v. *To undertake the equivalent of a post implementation review of activities designed to promote localism that identifies the most up to date best practice in local governance arrangements in similar large Unitary Authorities and learn from this by bringing a report and recommendations back to the appropriate decision-making body including any recommendations on the extent, effectiveness and realisation of delegated powers in the NYC Constitution.*

3.2 As the proposer of the Motion, Councillor Peter Lacey has been invited to attend this meeting to present his views on why improved support for Area Committee decision making is required.

4.0 Information Gathered in Response

- 4.1 (i) To ensure that the data and intelligence necessary for Area Committees to exercise their powers is aligned to the new Divisions expected to be finalised in January 2027 and therefore no longer reflects former District and Borough boundaries wherever possible and by September 2026 at the latest.

Response from Head of Democratic Services & Head of Strategy & Performance:

Data, intelligence and information provided to Area Committees can be made available at whatever spatial level fits the requirements of the committee, subject to the availability of that data and the time taken to collect and process the data.

Following the May 2022 elections, 6 separate data packs based upon the geography covered by the Area Committee were made available to each committee. Each, individual councillor received a data pack for their electoral division. The data was publicly available data on national performance indicators covering demography; benefits claims; deprivation; housing; crime; education and skills; income and fuel poverty; economic activity; and health and wellbeing. It is the intention the repeat this following the May 2027 elections.

Beyond the data packs provided to Area Committees, it is recognised that data supporting the issues being considered by an Area Committee will be included in reports throughout the year. The spatial level of the data will vary depending on the requirement and the availability, so it is not possible to guarantee that it will always be at division level.

It would be helpful to understand what data, intelligence and information it is that would assist the Area Committees in exercising their 26 delegated powers, as listed at page 139 to 141 in the Constitution - [\(Public Pack\)Agenda Document for Constitution, 12/11/2025 00:00](#)

- 4.2 (ii) To put in a place a robust process to enable Area Committees to exercise delegated power 20 to “make recommendations to the Corporate Director of Community Development on the expenditure of Community Infrastructure Levy (CIL) and appropriate section 106 expenditure”. Community Development.

Response from Head of Planning Delivery & Operations:

In March 2025, the Executive considered a report that recommended increased member engagement prior to the Executive making any decisions on CIL expenditure. It was agreed this would be achieved through the introduction of Member

workshops with an open invite to Members from the four charging areas and any other Member wanting to understand strategic CIL spend better.

Officers held two workshops in 7 July 2025 (one in person at County Hall and one on line). At both sessions Councillors were provided with:

- Background information on CIL and how it operates in North Yorkshire
- An overview of the proposed CIL Spending assessment process
- An overview of the projects that had being considered and how they are performed under the assessment process

Members were asked for their thoughts on the nature and range of projects, including an opportunity to highlight ones that they felt had been missed off the list. This fed into the final Infrastructure Business Plan (IBP) that set out spending recommendations and that was agreed by the Executive in December 2025.

It is intended that a further set of workshops will be held later this year ahead of the preparation of the new IBP.

- 4.3 (iii) To develop a list of services likely to be more effectively delivered by Town and Parish Councils and/or in partnership with local community and voluntary groups and that, subject to business cases, there would be a presumption for double devolution for these services.

Response from Head of Localities:

The Localities Service is actively progressing the development of a new Community Transfer (Assets & Services) Policy and Process. This will provide a single local devolution framework for the Council that covers: Community Asset Transfers (CATs); Service Transfers; future Community Rights anticipated through the forthcoming English Devolution and Community Empowerment Bill and will provide the basis upon which the Council will identify suitable services for devolution, support Service Managers in assessing opportunities, and strengthen the Council's overall approach to localism.

The draft policy indicates an intended move towards replacing both double devolution arrangements and the legacy Community Asset Transfer Policy, subject to final approval, ensuring a coherent and consistent approach to local devolution across the Council. The revised Policy will provide a single, transparent and easy-to-understand framework for officers, members, parish organisations and community groups with clear guidance that ensures fairness and consistency.

The policy is being developed corporately, supported by a cross-council officer working group led by the Assistant Chief Executive – Local Engagement, to ensure alignment with service transformation ambitions, finance, legal, governance, and strategic priorities. It is proposed that the draft policy can be scheduled for consideration by Corporate & Partnerships Overview and Scrutiny Committee in June 2026 and the Executive in July 2026.

Recognising the challenges in resourcing the devolution of only small or isolated elements of services to individual organisations, the new approach will support a more strategic assessment of whole-service or multifunction devolution opportunities where appropriate.

To develop a list of potential services suitable for transfer, detailed guidance for Service Managers will be produced to support them to consider devolution or transfers as part their wider service transformation plans. This guidance will ensure that

devolution becomes embedded as a consideration within service planning in a proactive way, rather than on an ad-hoc, or reactive basis.

- 4.4 (iv) To ensure that once County-wide policies are agreed, and where there is a commitment to locally sensitive implementation, that Area Committees are provided with the necessary officer support to develop and sign off plans, for example in the cases of Town Investment Plans or Local Parking Plans, consistent with delegated powers 17-19, 21 & 22 concerning local economic development.

Response from Head of Democratic Services:

The Area Committees have a role to play in policy development, working with the overview and scrutiny committees. This then enables members to highlight the need for a policy to take into account the different factors and levels of need across the county at the point at which it is being developed. Once a Council policy has been developed and adopted, it is usually applied across the county as a whole and to the same standard, unless variations have been included according to specific geographies. Where there is scope for a nuanced approach to the implementation of a policy according to differing levels of need, typically in economic development and regeneration, then this will be done where possible and as appropriate.

- 4.5 (v) To undertake the equivalent of a post implementation review of activities designed to promote localism that identifies the most up to date best practice in local governance arrangements in similar large Unitary Authorities and learn from this by bringing a report and recommendations back to the appropriate decision-making body including any recommendations on the extent, effectiveness and realisation of delegated powers in the NYC Constitution.

Response from Head of Democratic Services:

The Council's Scrutiny Board could consider which overview and scrutiny committee is best placed to undertake a piece of in-depth scrutiny into how the Council has sought to implement a 'localist' approach to policy development and implementation and community engagement, drawing upon best practice in other, comparable local authorities. Any such in-depth scrutiny review would need to be task and time limited with clear and concise Terms of Reference. This recognises that the term 'localism' is broadly defined and would cover a wide range of activities undertaken or within the scope of local authorities.

The English Devolution and Community Empowerment Bill, introduces a requirement on all English local authorities to establish effective neighbourhood governance. It is not clear what this means, as further details will be provided once the Bill has been enacted and regulations issued. The Bill is currently at the Committee Stage in the House of Lords and it is not clear when it will receive Royal Assent.

Regarding Neighbourhood Governance, the Government Guidance on the Bill, dated 3 December 2025, states:

1C. Neighbourhood Governance

The English Devolution and Community Empowerment Bill will introduce a requirement on all local authorities, in England, to establish effective neighbourhood governance.

The main goal of neighbourhood governance is to move decision-making closer to residents, so decisions are made by people who understand local needs. Additionally, developing neighbourhood-based approaches will provide opportunities to organise public services to meet local needs better.

The details of the obligations on local authorities will be set out in regulations that will be made after the Bill is in force. Before those regulations are made, Government will be undertaking a review as to the best way to achieve the aims including speaking to the sector to ensure they have the opportunity to contribute and share existing good practice.

Local authorities can still set up town and parish councils, and town and parish councils that currently exist can continue. Upcoming guidance will outline how neighbourhood governance structures can work well with town and parish councils.

(See - [English Devolution and Community Empowerment Bill: Guidance - GOV.UK](#))

The neighbourhood governance elements of the Bill, once enacted and regulations issued, may have a significant impact upon the role and remit of the area committees. As such, it may be worth considering awaiting the enactment of the Bill and the issuing of the regulations before committing significant resources on an in-depth scrutiny review.

5.0 Way Forward

- 5.1 The Corporate and Partnerships Overview and Scrutiny Committee has been asked to consider this motion, and make a recommendation to the Annual General Meeting of Council on 20 May 2026.
- 5.2 Dependent upon the recommendation to the AGM and the outcome of the vote on it, if the proposal is that the Corporate and Partnerships Overview and Scrutiny Committee undertake an in-depth scrutiny review, the proposals for the review could come to a meeting of this Committee on 15 June 2026. If the Committee decides to proceed, then a task group could be set-up, and a final report provided to the meeting of the full committee on 14 December 2026. The committee could then make recommendations to the Executive in January 2027.
- 5.3 Dependent upon the recommendations arising from that review, these may need to go to the Member Working Group on the Constitution and/or Full Council. This would then mean undertaking changes to the Area Committees shortly before the May 2027 elections, which may be perceived as 'tying the hands' of the incoming administration.
- 5.4 At the meeting of Annual General Meeting of Council on 20 May 2026, the Chair of the Overview and Scrutiny Committee will speak to the report and recommendations regarding the Motion. The proposer or seconder will then have the opportunity to speak. The recommendations of the committee are then voted upon without debate or amendment.

6.0 Options

- 6.1 Having considered this report and the information provided at the meeting, Members are asked to agree whether sufficient information has been provided to determine a response to the Notice of Motion seeking support for Area Committee decision making.
- 6.2 If sufficient information has been provided, Members are asked to agree whether or not to recommend that the Notice of Motion be upheld.
- 6.3 If further information is required, the Committee may choose to:
 - i. Agree what additional information is required to support your considerations
 - ii. Agree to hold an additional meeting of this Committee prior to the next meeting of full Council in May 2026, to consider a further report on the proposal and associated options and implications, in order to inform this Committee's recommendation to Full Council on 20 May 2026.

7.0 Legal Implications

- 7.1 There are no legal implications associated with the recommendation in this report.
- 7.2 Changes required to the Constitution, as a result of the approval of recommendations arising from a scrutiny review (see paragraph 5.2 above), would need to be considered by the Member Working Group on the Constitution which would then make recommendations to the Executive which would then, in turn, make recommendations to Full Council.

8.0 Other Implications & Risks

- 8.1 There are no financial, equalities, climate change or other implications arising from the recommendation in this report.

9.0 Report Recommendation

- 9.1 Members are asked to consider the information provided and the options outlined above, and agree an appropriate way forward.

BARRY KHAN
Assistant Chief Executive (Legal and Democratic Services)
County Hall
NORTHALLERTON

3 March 2026

Author & Presenter of Report – Melanie Carr, Senior Scrutiny Officer

Background Papers: None

Appendices: None

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

16th March 2026

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 an update on recent innovation activities and a detailed update on the Revenues & Benefits service and systems convergence.

2. SUMMARY/INTRODUCTION

- 2.1. Connecting Transformation to Frontline Service Delivery - The council's transformation portfolio is fundamentally about improving the way services are delivered to residents, communities, and businesses across North Yorkshire. While the terminology and programmes may be new to some, the purpose is clear: to make services more accessible, efficient, and responsive - building on the deep expertise and commitment of frontline teams. This update is designed to give committee members a high-level overview of how transformation efforts are supporting and enhancing the delivery of services ensuring that the council remains fit for the future and continues to empower those who serve our communities every day.
- 2.2. The Transformation Portfolio of activity continues to progress. Key work includes improving customer experience through a new cloud-based telephony system and developing a Customer Platform to support the many ways that customers contact the council, The Way We Will Work programme is refreshing its vision to boost productivity and modernise working practices. To deliver the Council's Target Operating Model, finance, data and technology foundations are being strengthened through system consolidation, a new data platform, and the 'One Tech' programme. Service specific progress includes developments in sport and active wellbeing, digital improvements in waste services, updates to the SEND programme in line with national reforms, and ongoing work to strengthen housing services.
- 2.3. The council is developing a clearer, faster innovation process to test new ideas—working closely with the technology team on early proof of concept projects that explore how tools like AI and automation could improve services and deliver efficiencies. Early progress includes being shortlisted for an iNetwork Innovation Award for our work on AI Assistant bots that help staff access complex information across areas such as policy, housing, legal services, HR and emergency planning. The team is also testing and exploring wider innovations including automated meeting writeups, translation tools and AI supported training materials, with future reports to provide updates as this work expands.
- 2.4. Following a request from elected members a more detailed update on the Revenues and Benefits service and system convergence is included and sets out both the scale of the challenge and the benefits derived for both customers and the council through the consolidation of multiple systems.

3.0 Transformation Portfolio Update

3.1. Work in the portfolio is spread across three priority 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.

3.2. Cross Cutting Themes

As set out in the Transformation Strategy, presented at the December Committee meeting, the cross-cutting themes will deliver major organisational-wide change that will help move the council towards its vision to be 'a forward looking, digitally enabled council that delivers seamless, accessible and efficient services, empowering residents, communities and business to thrive. To ensure services are high-performing, efficient, effective, and trusted.'

3.3. Customer

The focus of the Customer theme is putting residents, communities, and businesses at the heart of modern service design, with all services fully inclusive and accessible. They will be digital by design, intuitive, automated where possible, and with additional support for those who need it.

3.4 This work includes a wide array of activities that will come together to deliver the council's vision. Current activity is focussed on a cloud-based telephony and contact routing solution. It manages how customer phone calls enter the organisation and how they are handled and routed to the right teams.

3.5 At go-live, this will:

- Provide a modern, resilient and scalable way of handling customer phone calls
- Route calls based on customer choices and staff skills, helping customers reach the right service more quickly
- Enable call recording for quality, training and compliance
- Provide real-time and historical management information, including call volumes, waiting times, answer rates and abandoned calls

3.6 This gives the Council a stronger, more consistent foundation for managing customer demand by phone and improves visibility of performance. It is planned that this first part of the work will go-live later this month.

3.7 The next part of this programme will be on the system that manages the work behind the contact. The Customer Platform is the system that manages customer enquiries once contact has been made. It acts as the system of record for customer interactions, capturing cases, tracking progress, and supporting consistent handling across services.

3.8 Looking ahead – seamless customer contact experience

Although the initial focus is on phone calls, the Customer Platform will eventually support a more integrated approach, bringing together contact from phone, online forms, web chat and other channels into one place to create a more seamless customer experience.

3.9 Migration of services onto the Customer Platform will take place over the coming years, enabling more services to be connected over time and supporting continuous improvement in the customer experience, helping us deliver our customer experience ambition.

3.10 The Way We Will Work

The Way We Will Work programme focusses on improving the productivity of our people and reducing operating costs by creating a modern, flexible and inclusive working environment. It will embed a values-led culture that champions collaboration, accountability and innovation ensuring we work as One Council to deliver efficient, customer focused services.

- 3.11 Establishing this programme of work is well underway. This includes planning for an upcoming Senior Manager Seminar, which will provide an opportunity to start to launch some of the key themes with staff. This is very much internally focussed as enabling services are modernised; productivity tools are promoted; and a new single strategic planning cycle is implemented. Incorporating an innovation workstream will also ensure that opportunities are sought for improving process and automation to address less efficient processes and improve productivity further. At the same time, plans are being developed to shape the longer-term future operating vision to provide clear scope and direction.
- 3.12 Demand Management
Managing reduction in demand involves shifting to early intervention and prevention, supporting residents earlier, tackling issues at their root, strengthening community resilience and reducing reliance of statutory or costly crisis services. There is a need to ensure that our decisions are based upon data and informed by residents and local communities.
- 3.13 Work on this programme is still at an early stage, albeit there are activities already in train aligned to this across the council. The programme will seek to bring this together to help ensure that we make the most of the information and insight we have across the council to help understand and tackle issues earlier. Also ensuring that we can better join up our services to provide the right help at the right time.
- 3.14 Delivering the council's Target Operating Model (TOM)
The TOM outlines our high-level organisational design principles and describes how we will work together—and with partners—in the future to optimise our resources and capabilities. A number of programmes and supporting projects are underway to help ensure strong foundations are in place to support the council's TOM and progress against some of these is set out below.
- 3.15 The Finance programme is making good progress in key areas, for example eight original income management systems now having successfully been transferred onto a single system, and the council is also seeing improved usage of the automated procure-to-pay processes. Work on the council's core finance system has however been delayed and now will have a go-live date later in 2026.
- 3.16 The Data programme provides the enabling tools for the council to make the best use of the data that it holds. Procurement of a data platform has been concluded; a contract signed and work underway. Implementation of a single central gazetteer has also been undertaken and is on track to go live in March, this work will improve resilience, simplify addressing and improve data quality.
- 3.17 A 'One Tech' programme has been developed with the vision to “ensure a resilient, future-ready technology foundation for North Yorkshire Council that delivers modern corporate capabilities, simplifies and consolidates systems, and empowers the organisation to meet evolving needs with efficiency, security, and innovation”. This programme will act as a critical enabler, providing the technical backbone that supports transformation across services. The programme is also responsible for picking up the few remaining projects that are already in train to complete systems convergence for a number of areas such as Trading Standards/Environmental Health, replacement Parking Machines and new Parking Permit & Enforcement Systems and several HR related systems.
- 3.18 Service Specific Programmes
There are several service specific programmes of work, with some key updates in this period are set out below:

- Sport & Active Wellbeing Programme - The consolidation of sport and active wellbeing activity under the Active North Yorkshire banner has continued at pace, the programme is now entering a key phase as the contract is signed for a new Leisure Management System that will be adopted across all sites and be fully in place ahead the remaining leisure sites in Scarborough and Ryedale being brought in house in Summer 2027.
- Waste Programme – This has made good progress with harmonisation of green garden waste processes completed and this year showing an 87% digital uptake by customers, this shift to the digital uptake of service has also been seen in the uptake of bulky waste services at 78% digital uptake. The focus now over the coming months will be the implementation of a new waste management system and the roll out of the service changes at the HWRC sites.
- SEND Programme – Work is progressing in this area, but the programme is being reviewed to reflect on progress, achievements and the recent national SEND reforms. Work is underway with the new Digital EHCP system with a view to be live in the summer, with any future amends to the system to be worked on by the supplier as the implications of the reforms are further analysed and understood.
- Housing Improvement Programme – Work is underway on a number of areas within the Housing Service to ensure that the council is best placed to meet the needs of its tenants and its statutory obligations.
- Intermediate Care Programme – Working across several services to help improve systems and processes to get people home from hospital to their usual place of residence, or to a new care facility which can safely meet their new care requirements and receive the appropriate support from a range of professionals (where applicable) to promote an optimum recovery.

3.19 Innovation

Within the Transformation Strategy a key enabler for delivering our vision to be forward looking, digitally enabled council that delivers seamless, accessible and efficient services was to adopt an innovation approach. This includes having a clear innovation process that ensures that we can experiment and learn quickly to allow us to act at pace when trying out new ideas or approaches. The Transformation team have been working closely with the technology team on some early 'proof of concept' activities and have developed a way of working that will enable the team to carry out research and development of products and approaches that can deliver real improvements for the council.

3.20 This work is at an early stage with a lot of the work focussing on what we can learn from others, researching opportunities that are available to us and trialling new tools as a 'Proof of concept' to determine whether they will deliver benefit for our service users and the council. This work will establish where there are potential improvements in the speed and quality of the services we deliver and help to give an indication of the time and money that they council may be able to save as a result of using tools such as AI or automation and therefore whether there is a case to scale up these products for adoption by the council. As this area of work develops, future reports will bring forward more information on the areas that are being explored and pursued.

3.21 This approach has had early success and has led to the team being shortlisted for an Innovation Award by the iNetwork. This is in recognition of the council's work on AI Assistant bots – these AI Assistants simplify complex information through an easy-to-use chat interface for user questions, quickly delivering accurate, accessible information, boosting efficiency and productivity by connecting users to complex guidance, drafting content, and enabling translation into other languages or more accessible formats. The bots are being tested and developed to help with a range of activities, for example:

- CYPs Policy and Procedure Buddy (Polly): Bespoke bot trained on specific policy and procedures.
- Housing And Care Buddy (Hanc): Multi-council bot focused on national housing and care legislation, externally funded Proof of Concept across five councils, led by NYC.
- Legal Assistant is a specialist tool for qualified legal professionals, streamlining navigation of subscription case law and legal resources.
- Resilience and Emergency teams, HR, Learning & Development bots being developed in house that use our existing guidance to answer questions put to them.

3.22 The development of the bots is through a combination of being directly provided by a third party, building a new product with an external partner or built in-house using our own technology teams, using either the NYC corporate website or internal SharePoint data.

3.23 Alongside research and development of AI Assistants the team are also looking at other innovation opportunities, like the use of products to automatically write up conversations, such as meetings or client interactions. Opportunities for translation tools and the use of AI in helping to develop training materials are also being investigated.

4.0 Revenue and Benefits System Consolidation

4.1 This report provides an overview of the successful consolidation of North Yorkshire Council's Revenues and Benefits systems following Local Government Reorganisation. The programme represents one of the most complex system and service transformations undertaken by North Yorkshire Council, delivered within a highly constrained timeframe and alongside significant organisational and legislative change. In Appendix 1 you'll find an overview of the work completed, detailed in the accompanying presentation slides

4.2 Work began in 2023/24 as legacy system contracts approached expiry. Seven separate Revenues and Benefits systems, all based on NEC software but configured differently and hosted on premise, were consolidated into a single, cloud based NEC solution. This included the replacement of multiple document management systems and the implementation of a new customer access platform. In total, 21 legacy systems were converged into three core cloud solutions, enabling a single, countywide Revenues and Benefits service.

4.3 The new systems went live on 23 June following 18 months of delivery and seven weeks of planned system downtime. Alongside the technical consolidation, the programme delivered a new customer service model, revised print and post arrangements, new website content, full referencing of customer and property accounts, alignment of payment schedules, a new payment routing solution, and full integration with wider council systems. Post go live activity focused on stabilisation, configuration improvements and process refinement to ensure the service was fully optimised following convergence.

4.4 The consolidation has delivered clear benefits for residents. Customers now experience consistent and accessible services across the county, supported by a single team. Interactions have been simplified through a unified website, standardised forms, streamlined call routing and a single reference number. Staff now have improved visibility of customer circumstances, enabling more proactive and tailored support. Service resilience has been strengthened through the move from seven independent offices to a single operating model. The approach has received national recognition, including acknowledgement from the Department for Work and Pensions for the speed and effectiveness of postmigration recovery.

4.5 There have also been significant benefits for staff and the organisation. The move to a single cloud based platform has reduced duplication, improved data quality and enabled statutory returns to be produced from a single source. IT risk has reduced through the removal of

multiple legacy systems, training can be standardised, and long term efficiency savings are expected. The programme has also supported the development of a unified culture following reorganisation, strengthening collaboration and shared ownership across teams.

- 4.6 The scale and complexity of the programme presented a number of challenges, particularly around data migration and supplier capacity. Early issues led to a reset of the delivery timeline to prioritise quality and assurance. Strong governance, robust contract management and daily operational oversight were critical to overcoming these challenges and achieving a stable outcome.
- 4.7 Following go-live, the service focused on tackling backlogs that accumulated during the system outage, with performance recovering at pace and national recognition received for the speed of backlog resolution. Alongside the programme, the service has continued to deliver significant additional work, including service restructures, implementation of new legislation and multiple internal and external audits.
- 4.8 While the core consolidation is complete, further work remains. Priorities since the implementation has been to ensure we have submitted all our national returns, recovery, implementing of new government legislation. The project will now go to the next phase of progressing a “one front door” customer approach, expanding digital forms, further automating finance processes, decommissioning remaining legacy systems, enhancing business processes and strengthening the use of customer feedback to support continuous improvement.
- 4.9 Overall, the programme has delivered a stable, resilient and futureproof Revenues and Benefits service, providing a strong platform for improved customer experience, compliance and long term transformation.

| |
|----------------------------------|
| 5.0 REPORT RECOMMENDATION |
|----------------------------------|

- | |
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| 5.1 The Committee is asked to note the report. |
|--|

Gary Fielding
Corporate Director – Resources
County Hall
Northallerton

Report Author & Presenter – Amani Anderson Leefe, Assistant Director Transformation

Revenue and Benefits System Consolidation

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Corporate and Partnerships Overview and Scrutiny
Committee- 16th March 2026

Margaret Wallace, Sherri Williamson, Marcus Lee.

Project to Consolidate Seven Legacy Revenue and Benefits Systems

- ✓ Work commenced in 2023/24 as contract end dates approached, with a short implementation window due to Local Government Reorganisation (LGR).
- ✓ All legacy revenues and benefits systems were based on NEC software, but they were configured differently across the legacy areas and operated on-premise rather than in the cloud.
- ✓ As well as the primary revenues and benefits software, legacy councils operated on separate document management systems which were operated by both Civica and NEC.
- ✓ The chosen target system is the NEC Software Solution.

Project Objectives:

- ✓ Build a cloud environment and set up and configure the NEC Revenues and Benefits system, including document management software and the applications platform.
- ✓ Convert, migrate, and merge existing Revenues and Benefits data and documents into the NEC system.
- ✓ Implement a Customer Access Solution

Benefits to the Customer

- ✓ **Consistent and Accessible Services:** Customers now experience uniform service levels across North Yorkshire, supported by a single team county-wide.
- ✓ **Simplified Interactions:** A unified website, standardised forms, streamlined call routing, and a single reference number make it easier for residents to get help.
- ✓ **Tailored Support:** Staff have full visibility of each resident's circumstances, enabling proactive and personalised assistance.
- ✓ **Improved Resilience:** Seven independent offices now combined into one uniform team
- ✓ **Sector-Leading Integration:** Recognised by DWP asserting “a new standard for integration and customer support in the sector.”

Benefits to Staff

- ✓ **We are working on streamlined workflows:** Moving from seven systems to a single cloud-based platform eliminated duplication and enabled faster, more accurate decisions.
- ✓ **Unified culture:** The merger of seven councils fostered collaboration, trust, and shared problem-solving across teams.
- ✓ **Statutory returns:** Data to produce returns to central government departments can now be gathered from a single source.
- ✓ **Cross-functional cohesion:** Staff now work together more effectively, building lasting relationships and driving continuous improvement.
- ✓ **Operational efficiency:** Simplified IT maintenance and reduced risk through a single document management system, with long-term savings expected.
- ✓ **Staff training:** Can be streamlined in line with new processes to ensure compliance and confidence in using the new systems.

Overview

- ✓ No other council has consolidated their Revenue Benefits systems as fast nor had as many systems to merge (7)
- ✓ On top of a full-scale procurement, system consolidation of multiple systems, service consolidation, there was also a service restructure, which was undertaken.
- ✓ New legislation on Second Homes to Implement and changes to Household support funding - Just to keep us busy!!

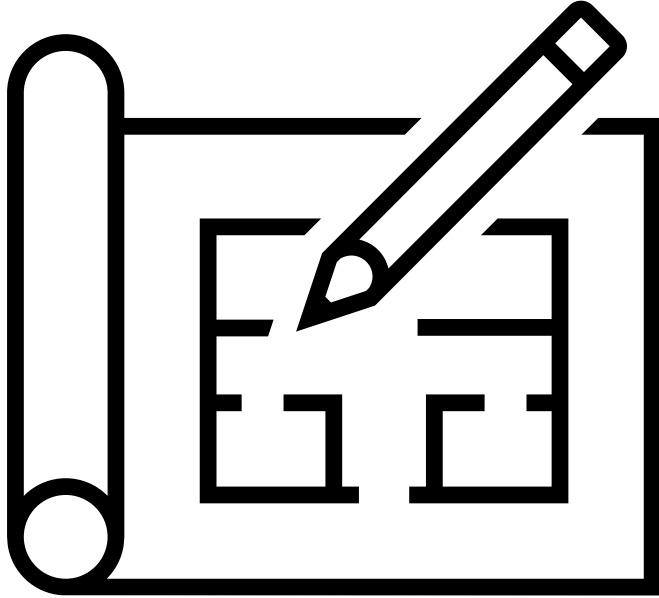
Overview Continued

- ✓ The Revenue and Benefits Project successfully launched the new consolidated systems on 23 June, after 18 months of work and 7 weeks of system downtime. This consisted of consolidating 21 legacy systems into 3 single cloud-based versions of the key line of business system, a document management system, and a customer portal, to enable full-service convergence.

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On top of system consolidation, the project also developed and launched a Customer Service model, a new print and post model, new website pages, complete re-referencing of all customer and property accounts, a new Income management system payment route solution, alignment of payment schedules, and full integration with existing linked NYC systems and service processes.

- ✓ Even with the success of Go Live, the project continued to work at pace to address improvements and required process and configuration tweaks as part of post Go Live change management to ensure the best set up possible for the recently converged Revenue and Benefits service.



How did we get there ?

Project Work Areas and sub-groups

| Working Group | Project Team | Technical | Revenues | Benefits | Landlords | Customer and Training | Finance | Printing and postage | Housing |
|--------------------------------------|--|---|---|---|---|--|---|---|---|
| Sub-groups Page 28 | <ul style="list-style-type: none"> • Daily stand-ups • Weekly team meeting | <ul style="list-style-type: none"> • Contract management and system integrations • RB System • eDM • CA Portal • Technical Finance (IMS) | <ul style="list-style-type: none"> • Revenues General • VOA | <ul style="list-style-type: none"> • Benefits General • DWP • Housing Benefits • Debt migration | <ul style="list-style-type: none"> • Policy • Comms | <ul style="list-style-type: none"> • Customer model • Training • Website • Forms and templates | <ul style="list-style-type: none"> • Operational finance processes | Postage model Templates Ad hoc printing | System integrations Scheme and payment alignment |
| Lead | Becky Barber | Chris Taylor / Kyle Emson | Sherri Williamson | Marcus Lee / Sue Grant | Marcus Lee / Sue Grant | Julie Gillet / Inga Mycroft / Cathy Ross | Laura Kaye | Sherri Williamson | Marcus Lee / Helen McNeil |
| Comms plan and implementation | | | | | | | | | |

Stakeholders- Working Together

Externals with direct communication

- Revenues Customers (NY residents and non-NY residents)
- Benefits customers
- Landlords (private)
- Landlords (Housing Benefits)
- County Councillors
- MPs
- DWP
- Valuation Office
- Civica (DM product)
- Civica (Finance products)
- Barclays bank (key NYC bank)
- Other banks
- NEC (project system supplier)
- East Riding Council
- Buckinghamshire Council
- Victoria Forms
- NYC staff

- GovTech
- TelSolutions
- CFH Docmail

Internal Project Team

- Revenues Team
- Benefits Team
- Housing Benefits Team
- Housing Income Team
- Environmental Health
- Licencing
- Planning
- Regs Services
- TSAT (R&B, Finance, Housing)
- UCES
- CIA
- Digital
- Development














- Business Change
- D&I
- Finance
- Business Support
- Customer
- Solutions
- Data Governance
- Cyber Security
- UX
- ITAM
- P&P
- Comms (incl website)
- Registrars (Tell Us Once links)
- DMC















Overcoming Challenges



Project Statistics

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-  306,000 CTAX accounts migrated
-  33,000 NNDR accounts migrated
-  45,000 HB accounts migrated
-  3,000 Revenue portal accounts migrated
-  320 Landlord accounts migrated + 300 new
-  25+ NYC teams involved
-  15+ NEC consultants enlisted
-  250,000+ letters posted
-  84,000+ emails sent
-  2 new email accounts
-  53,000+ MyAccounts closed
-  100s of listeners in eDM
-  1000+ emails to supplier PM

-  21 systems → 3
-  18 months of work
-  3 change requests
-  1 Go Live date change
-  8 working groups
-  16 sub-working groups
-  2 funding requests
-  13 face-to-face points
-  7 chip & pin machines
-  4 new bank accounts
-  3 data cuts
-  117 → 35 forms
-  20,000,000 documents migrated
-  27,000 parameters mapped

Backlog of work accumulated during migration process- Revenues

- The system was unavailable for 7 weeks, however service requests continued to be submitted throughout this period.
- At go-live, Revenues held over 20,000 outstanding service requests.
- Targeted activity began immediately, focusing on:
 - Priority changes, and
 - Cases customers marked as important.
- Through sustained effort, the service has reduced outstanding requests to below 10,000 ahead of annual billing — representing roughly 1–2 months of work.
- Work continues to further reduce the backlog and improve response times.
- Schedule of recovery notices also impacted but firm plans in place to ensure overall collection rates are recovered.

Revenue Performance

- **Council Tax and NNDR collection performance in 2024/25** remains strong and broadly in line with profiled expectations. Council Tax collection reached 87.71% by the end of Quarter 3, marginally below target but within acceptable tolerance, with monthly performance currently assessed as Green and no material risk identified to year-end delivery.

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NNDR collection achieved 83.71% by Quarter 3, slightly below the profiled target following a strong Quarter 2 that exceeded expectations. In both areas, liabilities have remained stable and collection continues to track closely to forecast profiles. Overall, performance provides satisfactory assurance that year-end collection targets remain achievable, subject to continued focus through Quarter 4.

Backlog of work accumulated during migration process

Welfare & Benefits

- At go-live Welfare & Benefits had over 7,500 outstanding documents this included New claims forms and changes in circumstances.
- The service had a 92-day backlog of DWP daily files that had built up during the closed own period. These had to be worked on in date order to bring back up to date.

The Benefits backlog was cleared by December 2025

Housing Benefits new claims Speed of Processing times were impacted by the closedown period; performance is now moving towards the corporate target of 20 days.

Welfare and Benefits Performance

- Performance against 2024/25 processing time KPIs is mixed. New Housing Benefit and new Council Tax Reduction claims remain above target, with year-to-date averages of 49.68 days and 55.97 days respectively, resulting in a Red status. This position reflects a seven-week backlog that arose during service convergence, the DWP set a clear target of 188 days to clear.

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This backlog was cleared in December, and performance is expected to improve during Quarter 4. In contrast, changes to existing claims are performing more strongly, with Housing Benefit changes rated Amber and Council Tax Reduction changes maintaining a Green status. The key focus is sustaining recovery on new claims following backlog clearance.

National Recognition

- IRRV – Requests to share knowledge gained with other professionals.
- LGR- Requests to attend panels to inform other areas.
- DWP (working closely with their performance development team) - national recognition of 188 days to clear backlog. NYC experience is being used as a model example of reducing backlogs following system mergers for other LA's.
- DWP – Request to present to DWP Local Authority Partnership, Engagement & Delivery (LA-PED) Division Conference

Other keywork for the services

- Service Restructures
- Second Homes policy Implemented
- BIDs
- Section 13A
- Household Support funding
- Council Tax Reductions scheme
- Memorandum of Understanding – audit by DWP
- Internal Audits
- Crisis & Resilience Fund

We still have work to do

1. Implement new legislation- business rates
2. Start work on customer one front door approach
3. Expand implementation of Citizens Access Revenue Forms
4. Onboard Citizens Access Benefits and Discretionary Housing Payment Forms
5. Complete automation of finance jobs
6. Decommission legacy on-premises systems
7. Review and enhance business processes
8. Understand customer demand – deflect on-line, improve website journey or move process to customer service team
9. Start to gather and review customer feedback to support continual improvement.



Bi-Annual Update- Safer North Yorkshire (Community Safety Plan) Delivery and Partnership Working

March 2026

1.0 Purpose of this Report

1.1 The Crime and Disorder Act 1998 places a statutory duty on local authorities to establish multi-agency partnerships to address crime, disorder, anti-social behaviour, and other issues that impact community safety, including the reduction of reoffending. Over time, both local needs and statutory responsibilities have continued to develop. In North Yorkshire, this statutory function is delivered through Safer North Yorkshire (the North Yorkshire Community Safety Partnership). Safer North Yorkshire is chaired by a senior officer from North Yorkshire Police, ensuring strong strategic leadership across the partnership. The Vice Chair role is fulfilled by North Yorkshire Council, represented by the Head of Community Safety and CCTV.

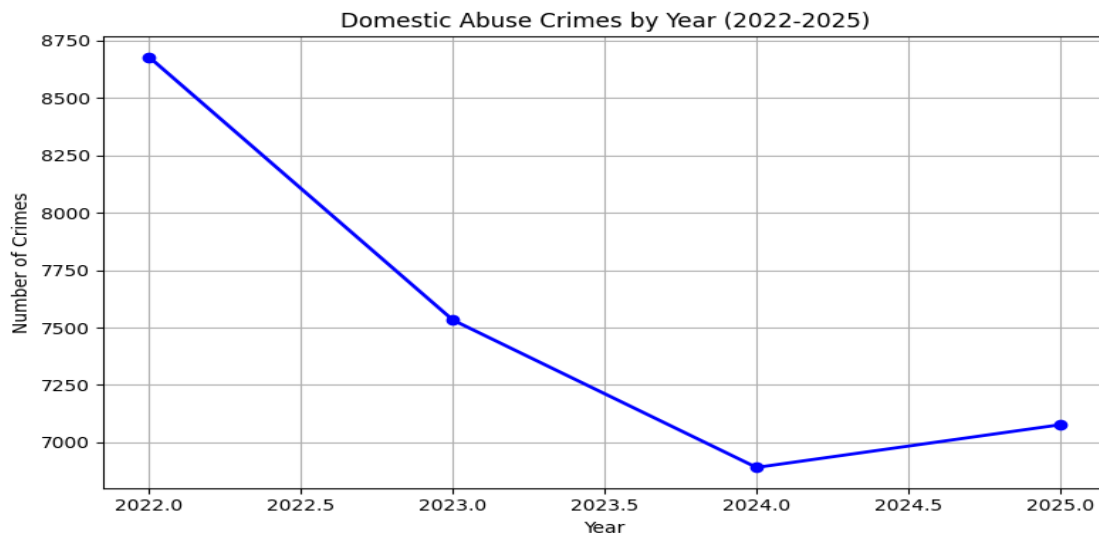
1.2 Updates from Safer North Yorkshire to this Overview and Scrutiny relate directly to the agreed priorities set out within the multi-agency Community Safety Partnership Strategy and Action Plan. [NYCSP Strategy Plan 2024-2028.pdf](#) To support more thorough and informed scrutiny, it has been agreed, that a more focused, thematic approach will be adopted. This will enable elected members to consider each priority in greater depth.

1.3 For 2026, the following programme of updates has been agreed. March 2026- Domestic Abuse and Serious Violence Duty. September 2026- Community Safety Hubs and Hate Crime, Radicalisation and Extremism.

2.0 Domestic Abuse (statutory duty)

2.1 Multi-agency arrangements adhere to the Home Office definition of domestic abuse. “Any incidents or patterns of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse:

- Psychological
- Physical
- Financial
- Sexual
- Emotional.”



2.2 Police data indicates that domestic abuse crimes have reduced significantly between 2022 and 2025. Further reported data shows a notable decrease in repeat cases, with the proportion of repeat victims falling from 26.3% of all victims to 17.2% and repeat perpetrators falling from 29.5% to 20.4%. These reductions may suggest improvements in early intervention and support. For victims, this may reflect more effective safety planning, multi-agency responses, and access to specialist services that help reduce the risk of further incidents. For perpetrators, it may indicate that disruption tactics, including timely arrests, probation-led interventions, and behaviour-change programmes, are successfully reducing opportunities for repeat offending. Reported domestic abuse follows anticipated seasonal and Christmas trends. In 2023/24, the highest number of domestic abuse crimes occurred in April, May, July, and December. Weekend periods also show increased reporting, with most incidents reported during afternoon and evening hours. These patterns are consistent with national trends and inform resourcing and partnership planning, including communication campaigns.

2.3 Although North Yorkshire is a predominantly rural county, the majority of domestic abuse crimes are recorded within its urban wards. An additional area of emerging complexity is the identification of repeat locations involving hotels and holiday parks. These locations present operational challenges, as both victims and perpetrators often reside outside the county, making ongoing support, safeguarding follow-up, and multi-agency coordination more difficult. Specific training and awareness raising has taken place with staff in holiday parks across a number of community safety priorities, including domestic abuse.

2.4 While police-recorded domestic abuse data provides valuable insight into incident trends and demand on policing, it captures only a partial picture of the true scale and nature of domestic abuse across North Yorkshire. National evidence shows that domestic abuse is a significantly under-reported crime, with only around 24% of incidents reported to police. Robust contracting processes ensure that data within commissioned services is appropriately scrutinised. It is recognised that some individuals accessing these services may not have reported domestic abuse to the police, and these commissioning arrangements help to highlight and understand that unmet need. Effective multi-agency arrangements for strategic and operational delivery relies on collaboration between partners including local authorities, policing, health and specialist providers to design services that are accessible, sustainable and responsive to the diverse needs of victims and families across the county's urban, rural and coastal communities.

2.5 Under the Domestic Abuse Act 2021, local authorities are required to deliver a coordinated and multi-agency approach to supporting victims of domestic abuse. Statutory responsibilities include:

- **Domestic Abuse Local Partnership Board**
Local authorities must appoint a Domestic Abuse Local Partnership Board, ensuring representation from victims/survivors, specialist domestic abuse services, housing providers, community safety, health partners and other relevant agencies.
- **Local Needs Assessment**
A comprehensive needs assessment must be undertaken, covering the prevalence of domestic abuse locally and the need for accommodation-based support, including safe accommodation and associated specialist services.
- **Domestic Abuse Strategy**
Following consultation with partners and stakeholders, local authorities must develop, publish and maintain a multi-agency Domestic Abuse Strategy. This strategy must set out how identified needs will be met and be reviewed regularly.
- **Monitoring, Evaluation and Reporting**
Local authorities must monitor delivery against the strategy, evaluate the effectiveness of commissioned services, and submit an annual report to central government on spend, outcomes and future needs.

2.6 Under the Domestic Violence, Crime and Victims Act 2004, Community Safety Partnerships (CSPs) are required to commission a Domestic Homicide Review (DHR) when a death appears to be the result of domestic abuse and criteria are met. The purpose of a Domestic Homicide Review is to:

- Identify lessons to protect victims- Understand the events leading up to the death to identify how agencies can strengthen safeguarding and intervention.
- Improve multi-agency working- Examine the effectiveness of partnership responses and recommend improvements to systems, practice and policies.
- Prevent future domestic homicides- Share learning locally and nationally to enhance prevention, early intervention and risk-management approaches.

2.7 In partnership with relevant agencies, all statutory functions outlined above are fully implemented. In 2025, North Yorkshire was subject to a Joint Targeted Area Inspection (JTAI) undertaken by Ofsted, the Care Quality Commission (CQC), His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), and His Majesty's Inspectorate of Probation (HMIP). The inspection recognised the strengths of the multi-agency arrangements in place across North Yorkshire. "*The response to domestic abuse in a place of this scale is consistent in its localism, informed by clear, decisive strategic intent.*"

2.8 North Yorkshire and City of York Domestic Abuse Strategy “We will not tolerate domestic abuse within North Yorkshire and York, and we will strive to ensure everyone can live free from abuse and harm.”

North Yorkshire and City of York Domestic Abuse Strategy 2024-2028

The strategy is underpinned by a series of clear priorities and multi-agency commitments. Although the multi-agency strategy has been in place since 2024, its priorities are fully aligned with the Government’s Violence Against Women and Girls (VAWG) Strategy, published in December 2025. Progress against the agreed multi-agency commitments is monitored and scrutinised by the Domestic Abuse Local Partnership Board, ensuring accountability and driving continuous improvement across all partner organisations.

Local Priority 1 – Prevention and Early Identification

Local Aim:

“We will focus on prevention by proactively increasing understanding of healthy relationships across all age groups, while raising awareness of domestic abuse to ensure early identification and the promotion of specialist services. Our aim is to provide support early and ultimately eradicate abuse.”

National VAWG Strategy – Pillar 1: Prevention and Early Intervention

“We will stop violence and abuse before it starts. This means breaking the intergenerational cycle of abuse through early intervention and prevention—protecting young people, disrupting dangerous attitudes, and preventing harmful behaviours from escalating.”

Examples of Multi-Agency Commitments and Performance Indicators:

- Number of professionals accessing training- by sector.
- Number of schools and youth settings delivering healthy relationships education.
- Engagement reach of awareness campaigns (e.g. number of social media impressions, website visits, distribution of printed materials).
- Increase in use of early-stage interventions (e.g. disclosures under Clare’s Law¹).

Local Priority 2 – Authentic and Inclusive Support for All

Local Aim:

“We will ensure that services across North Yorkshire and York remain informed, responsive and fully prepared to meet the specific needs of every victim, survivor and their families.”

National VAWG Strategy – Pillar 3: Support

“We will never lose sight of victims and survivors, recognising that each individual experience is unique. We will address fragmentation within the system and ensure that all government agencies and every part of the Criminal Justice System take responsibility for enabling victims and survivors to recover and live free from abuse.”

Examples of Multi-Agency Commitments and Performance Indicators:

¹ Clare’s Law, or the Domestic Violence Disclosure Scheme (DVDS) allows individuals to request information from the police about a partner’s or ex-partner’s history of abusive or violence behaviour to protect themselves or others at risk

- Number of victims accessing specialist domestic abuse support, broken down by demographics (age, gender, ethnicity, disability, sexual orientation, rural/urban location).
- Percentage of victims receiving a needs-led, trauma-informed support plan.
- Victim satisfaction and outcome measures.
- Number of safe accommodation placements and proportion meeting DAHA² standards.

Local Priority 3 – Drive Change Together

Local Aim:

“We will continue to strengthen our partnership approach to tackling domestic abuse, working collectively to achieve shared priorities and commitments.”

National VAWG Strategy – Pillar 4: Whole-of-Society Approach

“Ending VAWG starts with individuals and requires commitment from all parts of society. Everyone has a role to play—challenging harmful behaviours, reflecting on our own actions and modelling positive behaviour.”

Examples of Multi-Agency Commitments and Performance Indicators:

- Attendance and participation rates at multi-agency boards, MARAC³ and partnership meetings.
- Timeliness and quality of data submissions from partners.
- Number of multi-agency audits or case reviews completed (e.g., domestic homicide reviews, learning reviews).
- Implementation rate of recommendations from audits and reviews.
- Use of best-practice tools, such as:
 - Number of Clare’s Law disclosures made
 - Number of schools participating in Operation Encompass⁴
- Evidence of improved multi-agency decision-making, measured through case sampling and audit.

Local Priority 4 – Accountability

Local Aim:

“We will focus on addressing abusive behaviour by holding individuals accountable and supporting them to develop healthy relationship behaviours.”

National VAWG Strategy – Pillar 2: Relentless Pursuit of Perpetrators

“Using every tool available, we will make the understanding, identification and response to violence a mainstream responsibility across all agencies and institutions.”

Examples of Multi-Agency Commitments and Performance Indicators:

² DAHA- Domestic Abuse Housing Alliance. Accreditation is a scheme open to housing associations, LA housing teams to support them improve their response to domestic abuse. It includes 8 priority standards; NYC is currently undertaking the accreditation process.

³ MARAC- Multi Agency Risk Assessment Conference. A multi-agency meeting to discuss high risk cases of domestic abuse and agree on protection plans.

⁴ Operation Encompass- National safeguarding partnership between police and education settings designed to ensure that schools are informed quickly when police attend a domestic abuse incident involving a child.

- Number of perpetrators referred to intervention programmes, including voluntary and mandated programmes.
- Completion rate of perpetrator programmes and evidence of behaviour change (using accredited evaluation tools).
- Number of Domestic Abuse Protection Notices (DAPNs⁵) and Domestic Abuse Protection Orders (DAPOs⁶) issued.

2.9 Building on the success of previously jointly commissioned and funded services, the York and North Yorkshire Office for Policing, Fire and Crime Commissioning (Deputy Mayor's Office), North Yorkshire Council, and City of York Council have continued to work collaboratively to ensure that services for victims, survivors, perpetrators, and their children remain accessible through simplified, coordinated pathways to support. This partnership aims to build and sustain a 'Whole System Approach' ensuring consistent provision, improved outcomes, and reduced duplication of effort across agencies.

Since the implementation of the new contract arrangements in 2022, the partnership has invested over £10 million into the following services:

- Community based services for victims of domestic abuse.
- Domestic abuse refuge and safe accommodation.
- Services for children and young people affected by domestic abuse.
- Behaviour change interventions for perpetrators of domestic abuse.

2.10 Support for Victims and Survivors – Independent Domestic Abuse Services

(IDAS) IDAS delivers a comprehensive range of support services for victims and survivors of domestic abuse aged 16 and over, regardless of gender, sexual orientation, or whether they choose to engage with the police. Services operate across North Yorkshire and the City of York and are designed to provide safe, accessible support at every stage of a victim's journey. Key elements of the service include:

Central Referral Hub: A single point of contact providing initial triage, advice, support, and safety planning for victims, survivors, and affected children and young people.

Safe Accommodation: Up to 12 months of refuge and dispersed accommodation with tailored emotional and practical support for adults and dependent children. 47 safe accommodation units are in place across North Yorkshire and York. These include units within the 3 women only refuges and 12 units in dispersed properties, which can be accessed by both males and females.

Safe Haven Scheme- Short-term emergency accommodation for up to two months with trained host families.

Resettlement Support- Up to three months of continued support to help individuals and families move on from safe accommodation and establish independent living.

Sanctuary Scheme & Target Hardening- Specialist measures and security improvements enabling victims and families to safely remain in their homes where appropriate.

⁵ DAPN- Domestic Abuse Protection Notice. An immediate protective measure issued by the police to safeguard a victim of domestic abuse when an incident has occurred, and urgent action is needed.

⁶ DAPO- Domestic Abuse Protection Order. Court issued order designed to provide longer term protection for victims of domestic abuse, following an initial police issued DAPN.

Community-Based Practitioners (IDVAs)- Independent Domestic Violence Advisers providing one-to-one support, group work, agency liaison, and assistance during police investigations and court proceedings.

2.11 Support for Children & Young People Affected by Domestic Abuse (IDAS)

IDAS provides specialist support for children and young people aged 10 to 16 who have experienced domestic abuse within their family, or who are displaying inappropriate or abusive behaviours as a result of that experience, including Child/Adolescent to Parent Violence or Abuse (C/APVA). Support is also offered to older young people who display abusive behaviours in their own intimate peer relationships. Provision is available to all genders and sexual orientations, with flexibility to support under-10s or 16–18s on a case-by-case basis. Key elements of the service include:

Central Referral Hub- A single point of contact providing consistent advice, initial triage, and safety planning for families, and allocating children and young people to the most appropriate interventions.

Intensive One-to-One Support- Tailored emotional and practical support, including early intervention, therapeutic work for those affected by domestic abuse, trauma-informed approaches for young people using abusive behaviours, and specialist programmes for young perpetrators in intimate relationships.

Age-Appropriate Groupwork- Group sessions that focus on healthy relationships, understanding behaviour and its impact, building self-esteem, and supporting emotional regulation and wellbeing.

Support for Parents and Guardians- Practical guidance and ongoing support through one-to-one or telephone contact, information packs, workshops, peer networks, and liaison with other agencies where needed.

IDAS produce an annual impact report, the most recent was published April 2025 [IDAS- Impact-Report-Apr2025.pdf](#)

2.12 Perpetrators of Domestic Abuse – Inspire North Foundation UK

Inspire North Foundation UK delivers specialist behaviour-change support for individuals aged 16 and over who acknowledge their abusive behaviour and are willing to engage voluntarily. The service is inclusive of all genders and sexual orientations and aims to reduce domestic abuse by addressing harmful behaviours, safeguarding victims, and improving long-term outcomes for families. Key elements of the service include:

Referral and Assessment- All referrals are assessed by Domestic Abuse Intervention Workers to identify risks, determine programme suitability, and ensure safeguarding arrangements are in place for victims and children from the outset.

Tailored Intervention Pathways- Perpetrators are offered a range of interventions based on risk level and individual need, including:

- Brief early-stage interventions, safety planning and signposting.
- A 26-week Respect-accredited group programme for standard-risk perpetrators, focused on challenging attitudes, developing accountability, and improving relationship skills.

- A Respect-accredited one-to-one programme for higher-risk or more complex cases, offering structured weekly sessions with optional modules for issues such as parenting, trauma, jealousy or substance misuse.
- High-harm/high-risk case management, aligned with the national Drive model, providing intensive multi-agency management and close coordination with police, probation, children's services, and health partners.

Integrated Support for Victims- A dedicated Integrated Support Worker ensures victims are kept informed of progress, that their safety needs are prioritised, and that their voice is reflected throughout the perpetrator's intervention. This supports coordinated safeguarding and informed decision-making.

2.13 Domestic Homicide Reviews (DHR)

Under Section 9(1) of the Domestic Violence, Crime and Victims Act 2004, a DHR must be commissioned when:

- A person aged 16 or over has died, and
- The death has, or appears to have, resulted from domestic abuse.

A DHR should also be undertaken where a domestic abuse victim has died by suicide, or in cases of suspected suicide, if there is any evidence that the individual experienced domestic abuse. In line with national guidance, all DHRs commissioned in North Yorkshire are published on the Safer North Yorkshire website. Independent authors and panel chairs are appointed to undertake each review to ensure impartiality and rigour. All recommendations arising from DHRs are monitored and implemented with robust scrutiny by the Domestic Abuse Local Partnership Board.

Based on available national data, it appears that approximately 130-150 DHRs are undertaken each year, with numbers showing a slight upward trend annually. Locally since 2018, four DHRs have been completed and published. An additional DHR has been submitted to the Home Office and is currently awaiting sign-off prior to publication. A further DHR has recently been initiated. Of the six DHRs commissioned by Safer North Yorkshire to date, two relate to deaths by suicide.

Consistent with national findings, the following themes have emerged from Domestic Homicide Reviews (DHRs) in North Yorkshire, along with details of associated local recommendations and actions.

- **Recognition of domestic abuse, including coercive and controlling behaviour-** multi-agency training including specific focuses on coercive control, economic abuse, and non-physical forms of harm. Development and implementation of multi-agency identification tools.
- **Need for improved multi-agency working and more effective information sharing-** Strengthened multi-agency risk and safeguarding pathways. Shared information-sharing protocols that are simple, widely circulated, and jointly signed by all partners.

- **Insufficient risk assessment processes-** Ensure all agencies use consistent, evidence-based risk assessment tools (DASH)⁷. Introduce multi-agency quality audits of domestic abuse risk assessments.
- **Lack of professional curiosity across services-** Embed professional curiosity training focusing on asking deeper questions, exploring inconsistencies, and challenging assumptions.
- **Impact of substance use and mental health issues, both on victims and perpetrators-** Ensure that risk assessments routinely consider the interplay between domestic abuse, mental health, and drugs/alcohol for both victims and perpetrators.
- **Limited public and professional awareness of domestic abuse dynamics and available support-** Develop joint public awareness campaigns targeting rural communities, older victims, LGBTQ+ victims. Consistent messaging across all partners (posters, GP waiting rooms, council buildings, libraries, schools, social media).

3.0 Serious Violence Duty (statutory duty)

3.1 The Serious Violence Duty was introduced through the Police, Crime, Sentencing and Courts Act 2022. The Duty emphasises a whole-system, multi-agency approach and requires partners to share information, jointly assess local need, and coordinate interventions. The Duty applies to a set of specified authorities, including:

- Police
- Local authorities
- Integrated Care Boards (Health)
- Fire and Rescue Services
- Probation
- Youth offending teams.

Work collaboratively- Partners must work together to understand patterns of violence, share data and intelligence, and plan joint activity.

Produce a Strategic Needs Assessment (SNA)- Agencies must analyse local data to understand the drivers, locations, and victims/perpetrators of serious violence.

Develop and publish a Serious Violence Strategy- The Strategy must set out the local partnership's plan to prevent and reduce serious violence, and how they will monitor progress.

Share information lawfully- The Duty sets clear expectations for information sharing to support prevention, early intervention, and enforcement activity.

3.2 Each local area is encouraged to adopt its own working definition of serious violence. Within our local area, the following crime types are included in the definition of serious violence:

- Homicide
- Violence with Injury⁸
- Domestic abuse
- Rape and sexual offences

⁷ DASH- Domestic Abuse, Stalking and 'Honour'-based abuse. The DASH checklist is a 'SafeLives' resource and nationally available. It helps practitioners identify and understand the risk that victims are facing.

⁸ Violence with injury includes, attempted murder, endangering life, grievous bodily harm (GBH), actual bodily harm (ABH), administering poison with intent to injure, non-fatal strangulation and suffocation

- Weapon possession
- Arson endangering life
- Stalking and harassment.

In addition, several wider thematic areas are considered as part of the broader local serious violence profile. These include:

- Violence Against Women and Girls (VAWG)
- Young people
- Alcohol and substance use
- Mental health
- Deprivation and employment
- Education.

3.3 North Yorkshire & York Strategic Needs Assessment (SNA) of Serious Violence (2024/25)

[Final-Strategic-Needs-Assessment-2024-25-13.3.25.pdf](#)

North Yorkshire and York remain among the safest areas nationally, but serious violence does occur and continues to have a significant impact on victims, communities and services.

The SNA is based primarily on police data from 2022/23, 2023/24, and Q1–Q2 2024/25, supplemented with partner datasets.

- In the first half of 2024/25, 3,101 serious violence offences were recorded across York and North Yorkshire.
- Three homicides occurred during the same reporting period.
- The assessment shows continued pressures linked to violence with injury, domestic abuse, weapon-enabled offences, and sexual offences.

3.4 The SNA identified multiple drivers and risk factors, many of which align with our local thematic areas:

- Children and Young People (under 18): Key priority area due to vulnerability to exploitation and involvement in weapon possession and youth violence.
- Possession and Use of Weapons: Identified as a contributor to local harm.
- Alcohol-related violence and Night-Time Economy: Highlighted as a significant factor in violent incidents.
- Violence Against Women and Girls (VAWG): A core strategic focus, with strong links to domestic abuse and sexual violence.






3.5 The SNA underpins a joint Serious Violence Response Strategy for York and North Yorkshire, which focuses on five key priorities: [NYY-SVD-Strategy-2024-29-v1-FINAL-1.pdf](#)

1. Awareness and public perception
2. Children and young people
3. Weapon possession/use
4. Alcohol-related violence and Night-Time Economy
5. Violence Against Women and Girls (VAWG)

3.6 The Serious Violence Working Group (North Yorkshire and York) is chaired by a senior officer from North Yorkshire Fire and Rescue Service and reports into each Community Safety Partnership. The Group is responsible for overseeing delivery of the SNA and the Response Strategy, monitoring progress, and facilitating the sharing of relevant data and best practice. A key function of the Working Group is to identify aligned priorities, highlight effective practice, and coordinate early intervention and prevention activity already in place. Existing partnerships, such as the and the Safeguarding Children Partnership, are utilised to

support co-working and co-commissioning of funded activities. This ensures that local priorities are led by the appropriate 'expert' partnerships, enabling them to drive aligned actions and deliver activity funded through the strategy.

3.7 Home Office funding of over £500,000 has been allocated to North Yorkshire and the City of York for the period 2022–2025 to support the development of the Strategic Needs Assessment (SNA), the Serious Violence Strategy, and the creation of targeted interventions to reduce serious violence. The section below provides examples of locally commissioned services and summarises the outcomes achieved, demonstrating how these interventions align with local priorities.

| Our strategic priorities | Our Serious Violence Duty Grant Funded interventions | How they'll help |
|--|---|--|
|  Awareness Raising and Public Perception | <i>All SVD Grant Funded interventions and projects set out below reflect our aim to raise awareness and improve public perception of our Serious Violence (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 | JustB - 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 two 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 York Youth Bus Engaging 250 YP through mobile youth services - Harrogate Continuing existing mobile youth outreach programme | <ul style="list-style-type: none"> Fewer reported incidents of SV among children and young people Fewer reported incidents of SV among children and young people |
|  Possession and Use of Weapons | Knife Bin Rollout Expanding existing knife disposal programme across York and North Yorkshire | <ul style="list-style-type: none"> Decrease in number of weapon possession offences, and a decrease in weapon-enabled serious violence offences |
| | Emergency Bleed Control Kits Installing 29 emergency bleed control kits throughout York and North Yorkshire | <ul style="list-style-type: none"> Decrease in number of fatal or life changing injuries |
|  Alcohol, Violence and Night-time Economy | Operation Night Safe - Selby Creating safety officer patrols on weekend nights in Selby city centre to identify vulnerability & provide safe spaces | <ul style="list-style-type: none"> Reduction in SV and VAWG offences linked to alcohol and substance misuse 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. |
| | Operation Reach - York Boosting police presence on peak nights in York and using social media for public reporting of potential crimes | <ul style="list-style-type: none"> Improved feelings of safety among those in York, particularly at night Disruption of offender patterns, reducing criminality. |
| | Snickelway Lighting Installing lights in alleyways and passages in York prone to criminal activity to improve public safety | <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. |
|  Violence Against Women and Girls | Behind Closed Doors Creating a film to raise awareness of cultural harms victims and violence against BAME women & girls | <ul style="list-style-type: none"> Long-term reduction in VAWG and domestic abuse offences, and increased convictions of offences. Improved attitudes and behaviours in young |
| | She Was Walking Home Theatre workshops in schools exploring harassment and abuse against women based on real testimonies | <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. |
| | Libby Girls On-the-ground community support for vulnerable young women and girls involved in crime and anti-social behaviour in Scarborough | |

3.8 A refreshed Strategic Needs Assessment (SNA) has recently been completed, incorporating findings from a public survey. The document is currently progressing through the required assurance processes, including review and sign-off by the respective Community Safety Partnerships and the relevant Data Protection Officers. Unfortunately, it has not been possible to publish the SNA in time for this committee report. The refreshed assessment identifies continued reductions in crime across several priority areas and highlights positive outcomes achieved through commissioned interventions. The SNA provides partners with detailed insight to inform the review of existing priorities and areas of focus. Based on these findings, the Serious Violence response strategy will be updated to ensure it remains aligned to current need.

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North Yorkshire Council

Corporate & Partnerships Overview & Scrutiny Committee

16th March 2026

Annual Performance Update - Youth Justice Service

Report of the Corporate Director for Children & Young People Service

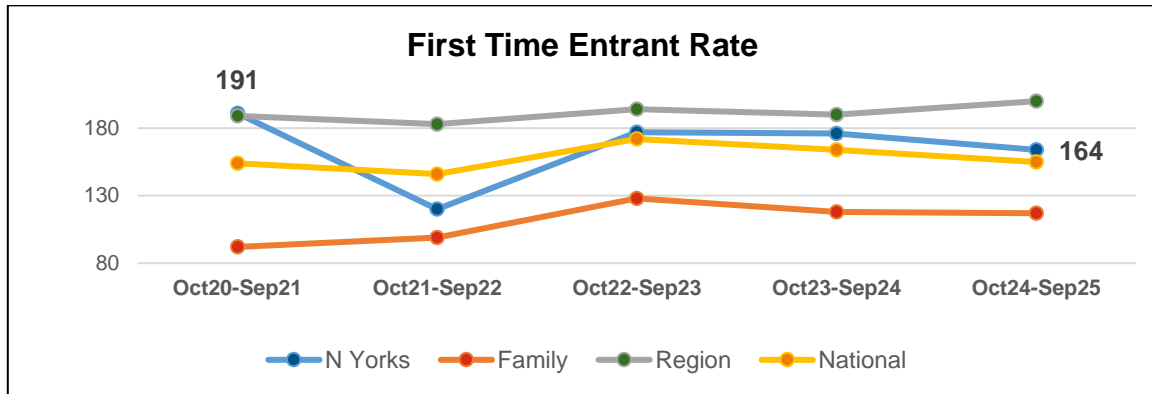
1. Introduction

- 1.1 This report provides an annual performance and service overview of the North Yorkshire Youth Justice Service for consideration by the Corporate Partnerships Overview and Scrutiny Committee. It sets out current performance information and service context, and includes specific sections on inspection preparation and readiness, strengthened arrangements for victims, and the introduction of a new traffic diversion programme due to commence on 1 March 2026.
- 1.2 The North Yorkshire Youth Justice Service sits within the wider Early Help and Children & Families portfolio, providing a single, coordinated pathway for children who display risky, harmful, or offending behaviour. The service is delivered in line with Child First principles, recognising that children who come into contact with the justice system are often those with the greatest levels of unmet need.
- 1.3 The service works closely with teams across the Council—including Housing, Safer Communities—as well as with health partners, education providers, North Yorkshire Police, the courts, voluntary organisations and community-based services. The move to a unitary authority has further strengthened these partnerships by enabling clearer governance, shared priorities and more consistent practice across the county.
- 1.4 The overarching aim of the service is to reduce the number of children entering the criminal justice system, to divert children away from formal criminalisation wherever possible, and to support positive and sustainable change for those who do offend. This is achieved through early intervention, strong relationships, and a focus on children's strengths, needs and lived experience.

2.0 Performance Overview

- 2.1 North Yorkshire continues to demonstrate improvement across key youth justice indicators while maintaining a detailed understanding of local trends, patterns of need and the experiences of children known to the service. Evidence from performance monitoring, thematic auditing and trauma-informed practice development shows a system that is increasingly responsive, relational and effective.
- 2.2 First time Entrants
The Service completed a Thematic review of first-time entrants covering a 6-month period. It showed that 46 children entered the youth justice system in this period; 17% of these were girls. The offences most associated with this group were physical assaults and motoring-related incidents, including some non-recordable matters which do not appear on the national police database. Educational vulnerability was a notable feature of the cohort, with 75% experiencing at least one school exclusion and 33% supported through an Education, Health and Care Plan.
- 2.3 Many of the children in this cohort had already been known to Children and Families Services; the geographical analysis indicated higher numbers in Scarborough and Harrogate, with Hambleton unexpectedly registering more children than Selby.

- 2.4 The twelve-month First-Time Entrant indicators show a clear reduction. For the twelve months ending September 2025, the rate per 100,000 ten-to-seventeen-year-old children was 164, a decrease from 176 in the previous period and relating to 93 individual children. This places North Yorkshire in the third quartile nationally. 14 fewer children entered the criminal justice system for the first time compared with the period ending in September 2024.
- 2.5 The current rate is lower than the regional figure of 200 but remains higher than the national rate of 155 and higher than the family group average of 117.

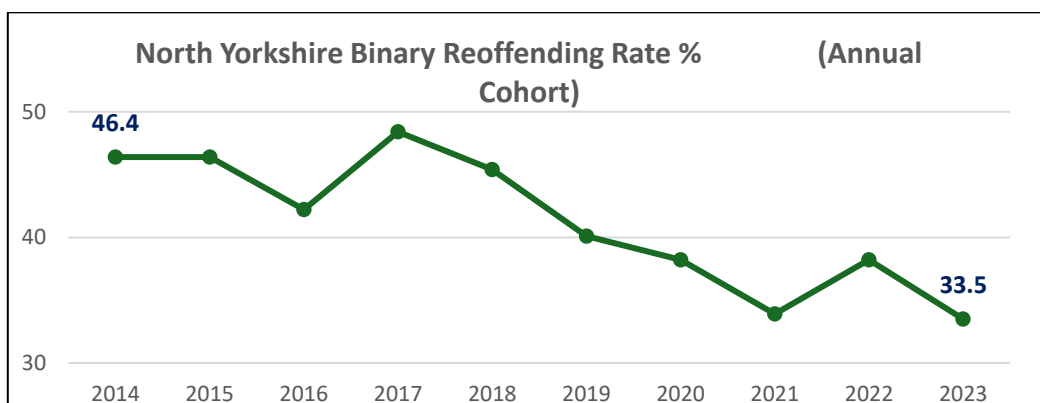


2.5 Recent first-time entrant figures are drawn from nationally published data sourced from local case management systems. These datasets include children linked to non-recordable motoring offences that do not appear on the Police National Computer, which is the basis for the annual national headline measure. In the most recent cohort, 18% (17 children) were linked to non-recordable motoring offences. The proportion of these non-recordable motoring offences in North Yorkshire is higher than is seen regionally or nationally.

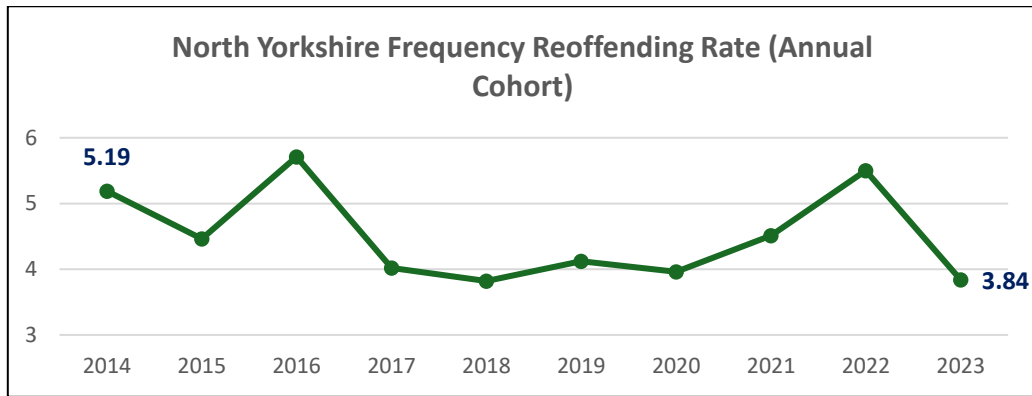
2.6 Alongside this, the service has continued to strengthen the work of the Youth Outcomes Panel, which achieved a diversion rate of 62% in 2025 compared with 52% in 2024.

2.7 Re-offending 12 Month Cohort Data

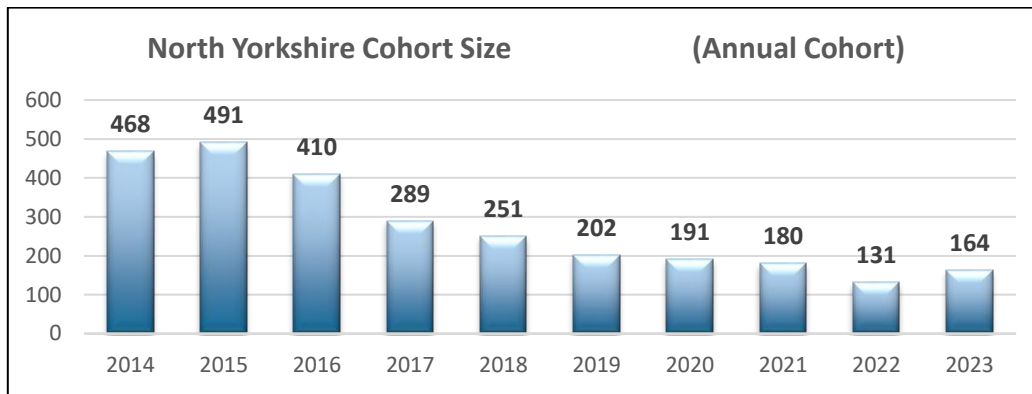
In relation to reoffending, the proven twelve-month cohort reoffending rate has reduced to 33.5% from 38.2% in the previous year, marking the lowest local rate in a decade.



2.8 The average number of proven reoffences per child who reoffended has fallen to 3.84, which is the lowest figure since 2018 and is also below regional and national comparators.



2.9 This improvement has occurred despite a 25% increase in the latest annual cohort, rising to 164 children. The most notable change took place in the old Scarborough, district where numbers increased from 36 to 64. Scarborough accounted for 39% of the cohort and 44% of all those who reoffended, even though the town represents only 16% of the ten to seventeen population.

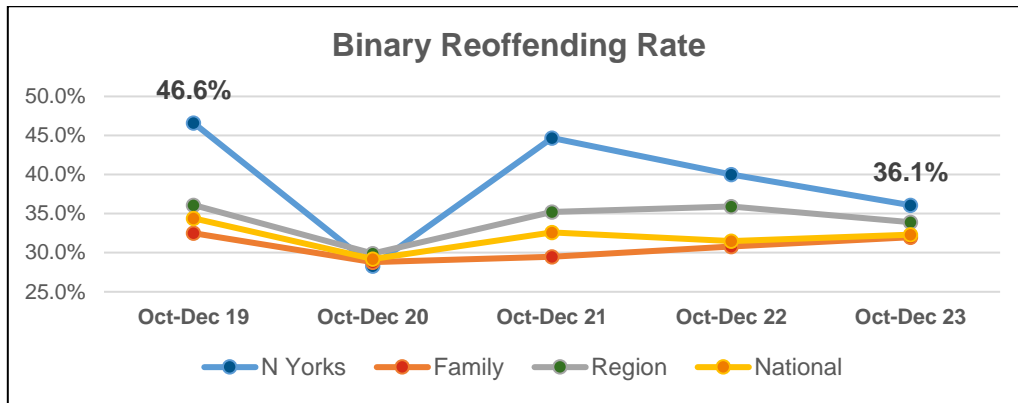


2.10 Girls made up nearly 24% of the reoffending cohort, and a higher-than-expected number of children reoffending were aged between ten and fourteen. The fifteen to seventeen age group continued to show the highest reoffending levels. Because of the limitations of national data systems, particularly the reliance on the address recorded at the point of disposal and the lack of case-level validation, small cohort sizes can produce large percentage movements even when the actual numbers involved are low.

2.11 Re-offending 3-month Cohort

The most recent three-month reoffending cohort, covering October to December 2023, shows a binary reoffending rate of 36.1%. There were 36 children in this cohort and 13 of them committed a proven reoffence. These 13 children were responsible for 58 proven reoffences, producing a frequency reoffending rate of 4.64.

2.12 When considered against other areas, the binary rate of 36.1% is higher than the family group average of 32.0%, higher than the regional figure of 33.9% and higher than the national figure of 32.3%, however significantly lower than in Oct-Dec 2019.



2.13 Previous three-month cohorts, particularly those affected by the pandemic and the recovery of the court system, were influenced by delays in processing offences and some reoffences likely fell outside the six-month waiting period and therefore were not captured in national statistics.

2.14 Twelve-month indicators remain the most reliable measure of performance because they smooth out the volatility inherent in small cohorts, which can produce disproportionately large shifts in percentage outcomes.

2.15 Serious Youth Violence

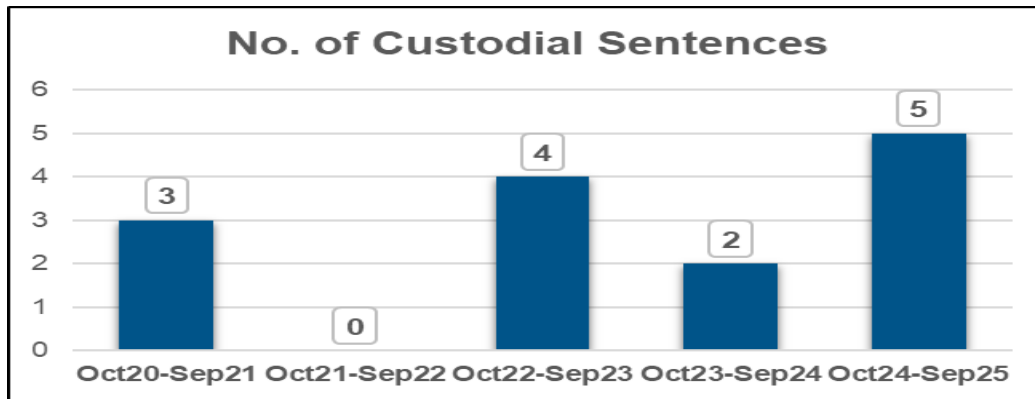
Serious youth violence remains lower in North Yorkshire than in comparable areas. Recent data shows that North Yorkshire’s rate is below the rates found in all three comparator groups and has been so consistently over a three-year period. However, 14 serious violence offences were recorded in 2024, representing the highest figure since 2018 when 18 offences were recorded.

| | Year Ending December (Rate per 10k 10-17 Population) | | | | | |
|-----------------|--|----------------------|---------------------|----------------------|---------------------|----------------------|
| | 2022 | | 2023 | | 2024 | |
| | No. of SYV Offences | Rate of SYV Offences | No. of SYV Offences | Rate of SYV Offences | No. of SYV Offences | Rate of SYV Offences |
| North Yorkshire | 4 | 0.7 | 10 | 1.8 | 14 | 2.5 |
| Family Average | 18 | 2.9 | 15 | 2.6 | 20 | 3.4 |
| Region | 263 | 5.0 | 248 | 4.7 | 318 | 5.9 |
| National | 2906 | 5.2 | 2967 | 5.3 | 3495 | 6.2 |

2.16 The national definition of serious youth violence includes any drug, robbery or violence against the person offence with a gravity score of five or more, with robbery carrying a gravity score of six. For the year ending December 2024, serious youth violence accounted for 4% of all offences in North Yorkshire.

2.17 Custody

Custodial sentences for children remain rare. The partnership has sustained a clear focus on reducing the use of custody over several years and has achieved significant progress. The number of custodial sentences increased to 5 in the period from October 2024 to September 2025, but this is still markedly lower than the figures recorded prior to the period ending in September 2021. Over the five years ending September 2025, the average number of custodial sentences was 2.8, compared with an average of 16.8 in the previous five-year period.



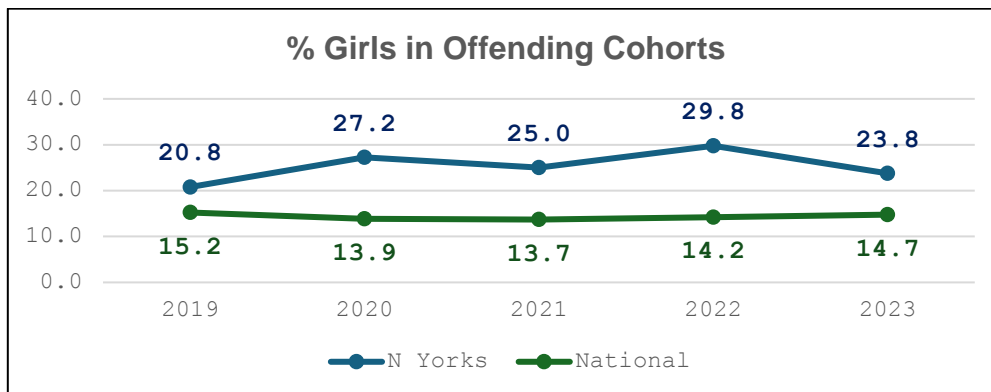
2.18 Children who receive custodial outcomes benefit from coordinated planning to meet welfare needs, reduce risk and support reintegration at the earliest opportunity. The overall aim continues to be the reduction of unnecessary custodial outcomes by intervening earlier and strengthening protective factors within the community.

2.19 Victims are also carefully considered in cases involving custody. The service works to ensure victims are kept informed, appropriately supported and offered opportunities to engage in restorative approaches where suitable and safe. This balanced approach recognises the seriousness of the harm caused while maintaining a focus on rehabilitation and future safety.

2.20 Overall, the low use of custody in North Yorkshire reflects effective prevention, diversion and community-based interventions, alongside robust decision making in the small number of cases where custody is required. Maintaining this position remains a core partnership strength and an ongoing priority.

2.21 Work with Girls

Girls remain noticeably over-represented in the North Yorkshire offending and reoffending cohorts when compared to national data.



2.22 Many of the girls known to the service have faced domestic abuse, coercion, sexual harm, controlling relationships and wider contextual risks. These experiences strongly influence their behaviour, emotional regulation and sense of identity. Local practice recognises that girls often carry complex trauma presentations, disrupted attachments and heightened relational vulnerability. Support for girls therefore continues to prioritise relationally attuned, developmentally sensitive and safety-orientated approaches.

2.23 North Yorkshire continues to embed national expectations relating to violence against women and girls. Training delivered through duties relating to serious violence has strengthened awareness of how gendered harm influences young people’s behaviour and emotional responses. Structured session plans and resources help practitioners deliver safe, relational and reflective work.

2.24 The Trauma Informed Framework – Attachment, Regulation and Competency (ARC) – remains a core element of practice and is fully embedded within our Strengths in Relationship Practice model. All staff adopt a trauma-informed approach that emphasises consistent, predictable relationships, supports emotional understanding, and promotes improved self-regulation. The Psychologically Informed Practice and Assessment (PIPA) team provides specialist formulation, consultation and reflective practice to ensure interventions are sensitive to each child’s life experience, cultural context, strengths and readiness for change. In addition, partnerships with community organisations continue to offer confidential, relational support for girls experiencing multiple disadvantages, including poverty, domestic abuse, mental health challenges and previous victimisation.

2.25 Overall Summary

North Yorkshire continues to show sustained progress in key areas, including reductions in first-time entrants, improvements in reoffending, strengthened work with girls, enhanced trauma-informed practice and a consistent reduction in unnecessary custodial outcomes.

2.26 Ongoing challenges remain, particularly the concentration of need in Scarborough, the vulnerability present in the education profiles of children entering the system and the over-representation of girls. Nevertheless, with strong multi-agency partnerships, reflective practice and an increasingly robust early intervention and diversion offer, the service is well placed to continue improving outcomes for children, families and communities.

3.0 **Prevention and Diversion**

3.1 Turnaround Programme

Early intervention continues to underpin North Yorkshire’s approach. The Turnaround Programme, now in its fourth year and delivered by North Yorkshire Youth, provides targeted support to children on the edge of the youth justice system who do not meet the threshold for statutory intervention. By the end of December 2025, 192 children had been supported, and all have now exited the programme, with most moving into the lighter-touch Change Direction offer. Performance monitoring shows sustained impact: over the 12-month period following case closure, 179 of the 192 children maintained positive outcomes, with only 13 (6.7%) subsequently becoming involved with criminal justice services.

3.2 The target for North Yorkshire is to work with 221 children over the four-year programme period to 31 March 2026. We have engaged 219 children to date and are on track to meet the full requirement.

3.3 Non-Recordable Traffic Offences-Diversion

A new traffic diversion programme will be introduced through the Youth Outcomes Panel from 1 March 2026. This programme will provide targeted intervention for children who commit non-recordable traffic offences, such as driving without insurance or without due care and attention. Historically, these cases have been processed through the courts, contributing to first time entry despite the relatively lower-level nature of the behaviour. The programme will deliver proportionate education and behaviour-change work, reduce unnecessary court involvement, and is expected to contribute to a reduction in first time entry to the criminal justice system.

4.0 **Child First Approach**

4.1 A child first approach underpins all youth justice activity in North Yorkshire. This places children’s rights, strengths, participation and long-term outcomes at the centre of practice, rather than prioritising punishment.

4.2 In practice, this means working with children within their families, schools and communities wherever possible, avoiding unnecessary criminalisation, and building trusting relationships

that support positive change. Where formal justice involvement is unavoidable, the emphasis remains firmly on rehabilitation and addressing unmet needs.

5.0 Voice of the Child and Victim Involvement

- 5.1 The service places strong emphasis on hearing and responding to children's views, ensuring these inform assessment, planning and service development. Children are supported to express their wishes and feelings in ways that are accessible, meaningful and appropriate to their needs.
- 5.2 Work with victims has been strengthened in response to inspection findings, feedback and national good practice. Victims are offered timely information, opportunities to share the impact of harm, and access to restorative approaches where appropriate and safe. Ongoing work is focused on improving engagement, feedback mechanisms and governance oversight of victim services.

6.0 Inspection Preparation and Readiness

- 6.1 Inspection preparation is embedded within routine governance, quality assurance and performance management, supporting an "always ready" approach through scheduled self-assessment and structured learning spaces that test the consistency and impact of practice.
- 6.2 Learning from recent national inspection findings has informed local improvements in governance oversight, decision-making quality, recording sufficiency and work with victims. The Youth Justice Management Board receives regular assurance reports with clear actions and timescales, supported by visible senior leadership across all priority workstreams.
- 6.3 Quality assurance activity includes rolling thematic audits, case reading, management oversight and feedback from children and victims. Findings are translated into targeted training, procedural adjustments and partnership actions. Workforce stability and supervision arrangements provide additional confidence that strengths are embedded, and that practice is improving where required.
- 6.4 Overall, the service is well placed to evidence safe, effective and child-focused practice at inspection, with clear accountability and demonstrable impact for children, victims and communities.

7.0 Victims as a Key Element of Inspection Readiness

- 7.1 Work with victims is a central component of inspection readiness. In line with national inspection standards and the Victims' Code of Practice, the service is developing a time-limited Victim Improvement Plan, setting out clear strategic and operational actions over a six-month period.
- 7.2 The plan strengthens governance oversight, clarifies roles and responsibilities, improves the quality and timeliness of contact with victims, and embeds routine case-level quality assurance. It also introduces a structured approach to capturing and using victim feedback, and to testing informed consent and diversity information in partnership with the police.
- 7.3 Youth Justice Management Board oversight will be provided through a standing agenda item and a nominated senior champion, supported by quarterly reports evidencing timeliness, quality and victim satisfaction. This provides assurance that the service can evidence not only policy intent, but high-quality, individualised practice with victims that is consistently understood, delivered and reviewed across the partnership.

8.0 North Yorkshire Alternative Prevention and Diversion Assessment – My Assessment Plan (MAPs)

- 8.1 The Youth Justice Board have agreed the continued use of North Yorkshire Youth Justice Service's alternative assessment, My Assessment Plan (MAPs). A Memorandum of Understanding is in place and will be reviewed annually to ensure ongoing compliance, transparency and quality.
- 8.2 Over the past year, the assessment has been comprehensively redesigned following the recommendations from the 2023 evaluation. This redevelopment was undertaken through meaningful consultation with children open to our service, their parents and carers, York University, and the full staff team. This co-production approach has ensured that My Assessment Plan now reflects Child First principles, incorporates the lived experiences of children, and aligns with the evidence base for effective diversion and prevention practice.
- 8.3 The redesigned My Assessment Plan assessment is now fully functional and operational within our Case Management System, enabling consistent recording, improved workflow, and reportable data outputs. Integration into the system has been supported through the forms-development training package purchased from the Case Management System's developer, CACI, ensuring that My Assessment Plan is embedded as a reportable form with full analytical capability. This allows the service to track progress, measure impact, and demonstrate outcomes at individual and cohort level.

9.0 Harmful Sexual Behaviour

- 9.1 North Yorkshire has identified the need for a stronger, more consistent approach to understanding and responding to harmful sexual behaviour displayed by children and young people. Funding was secured from the Police and Crime Commissioner to enable the National Society for the Prevention of Cruelty to Children to carry out a multi-agency audit of local practice. This independent review provided a clear picture of current strengths and gaps across education, health, social care, youth justice and the voluntary sector. Its findings highlighted the need for better consistency in assessments, greater confidence among practitioners, and clearer pathways for support and intervention. The learning from this work has been used to shape a coordinated set of improvements to ensure children receive the right help at the right time, reduce risk, and strengthen safeguarding practice across all agencies.
- 9.2 In response, partners across North Yorkshire have jointly developed a countywide strategy for harmful sexual behaviour and created a practitioner toolkit bringing together guidance, resources and best practice. The service has engaged in national learning forums to share and adopt emerging practice, reviewed the current assessment pathway, and commissioned Barnardo's to design an enhanced assessment model and intervention pathway for local use. A multi-agency Task and Finish Group is now overseeing implementation, ensuring that the new tools and processes lead to improved decision making, better support for children displaying this behaviour, and stronger protection for those who may be at risk. These developments will create a more confident, skilled and coordinated workforce and ensure that North Yorkshire's response is aligned with best practice nationally.

10.0 Educational Psychology Service

- 10.1 The Youth Justice Service has been allocated five days of support per year from the Educational Psychology Service, which will be targeted towards improving outcomes for children involved in the youth justice system who have significant barriers to education. This support will be used to identify unmet or unclear special educational needs and disabilities, assist with interpreting and updating Education, Health and Care Plans, and offer

professional consultation on cases where education attendance, engagement or provision is breaking down. Educational Psychologists will contribute to existing multi agency structures, including group supervision sessions, drop in consultation spaces and resettlement planning for children leaving custody, to ensure earlier identification of needs, more appropriate provision, and a coordinated approach across education, health and social care. This targeted time will also be used to strengthen staff understanding of neurodivergence and trauma informed practice, an increasing area of need within the youth justice cohort.

11.0 Looking Ahead

- 11.1 Over the coming year, the North Yorkshire Youth Justice Service will continue to focus on reducing first-time entry to the criminal justice system, addressing reoffending, maintaining low use of custody, and strengthening outcomes for victims.
- 11.2 Key priorities include embedding the Victim Improvement Plan, implementing the traffic diversion programme from 1 March 2026, enhancing support for children with complex needs, improving transitions to adult services, and sustaining effective prevention and diversion activity.
- 11.3 Continued preparation for the forthcoming inspection remains a core priority, ensuring that quality, compliance and evidence of impact are consistently demonstrated across all areas of practice.
- 11.4 The service remains committed to collaborative working with partners and to providing assurance to elected members that children, victims and communities are supported through a fair, effective and child-centred youth justice system.

12.0 REPORT RECOMMENDATION

- 12.1 The Committee are asked 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 at future meetings or briefings.

EI Mayhew
Corporate Director – Children & Young People Service
County Hall
Northallerton

4th March 2026

Report Author & Presenter: Barbara Merrygold – Head of Early Help, Children & Families Service

BACKGROUND DOCUMENTS: None

APPENDICES: None

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

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North Yorkshire Council

Corporate and Partnerships Overview and Scrutiny Committee

16 March 2026

Council Plan 2026-30

Report of Assistant Chief Executive- Local Engagement

1.0 PURPOSE OF REPORT

- 1.1 To engage with Corporate and Partnerships Overview and Scrutiny Committee on the draft Council Plan 2026-30.

2.0 BACKGROUND

- 2.1 The Council Plan covers a four-year period. The next iteration of the plan, covering 2026-2030 will require approval by full Council on 20 May 2026, having been considered by Executive (on 21 April 2026).

3.0 COUNCIL PLAN 2026-30

- 3.1 In 2024, a significant re-write of the Council Plan was undertaken. While the ambitions and the structure of the plan remain relevant, a clearer direction of travel and more defined service priorities have emerged over the past year as service areas have converged. Therefore, the narrative and associated priorities have been updated to reflect this.
- 3.2 Discussions have been held with Directors, Assistant Directors and Senior Officers to identify narrative and key priorities that should be reflected in the plan. During these sessions, Officers were asked to consider whether the priorities align with the services direction of travel and key strategies/plans. The discussions also considered why these are priorities for the service, the Council and our residents, and whether they can be delivered in the challenging financial situation that the Council now faces.
- 3.3 The 'One Council' ambition has been renamed '**Strong Innovative Council**, with local customer-led services' to avoid any confusion or association with Local Government Reorganisation.
- 3.4 A full draft of the plan is included in the **Appendix A** for comment.
- 3.5 The list of KPI's have been reviewed to ensure indicators are appropriate, well defined and avoid duplication. See page 20 of the draft for more detail.
- 3.6 The Council's updated Equality Objectives have been included in the plan. See page 24 of the draft for more detail.

4.0 TIMELINE AND NEXT STEPS

- 4.1 The timeline for the development of the plan is as follows:

- **Early March** – all Councillors invited to comment by email
- **21 April** – Executive for recommendation to Full Council
- **20 May** – Full Council for approval

5.0 ALTERNATIVE OPTIONS CONSIDERED

No alternative options considered.

6.0 FINANCIAL IMPLICATIONS

This is a high-level report, financial implications have been outlined in the annual budget report.

7.0 LEGAL IMPLICATIONS

No Legal implications.

8.0 EQUALITIES IMPLICATIONS

The plan outlines the Council's updated Equality Objectives. Equality implications of priority actions will be assessed through Individual Equality Impact Assessments.

9.0 CLIMATE CHANGE IMPLICATIONS

Climate change implications of priority actions will be assessed through Individual Climate Change Impact Assessments.

10.0 REASONS FOR RECOMMENDATIONS

Not applicable.

11.0 RECOMMENDATION

i) To comment on the first draft of the Council Plan for 2026-30.

Appendices:

Appendix A- Draft Council Plan 2026-30

Rachel Joyce
 Assistant Chief Executive – *Local Engagement*
 County Hall
 Northallerton
 4 March 2026

Report Author – *Alaina Kitching, Strategy and Performance Manager*

Presenter of Report – *Will Boardman, Head of Strategy and Performance*



Council Plan 2026-30

North Yorkshire Council

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Our North Yorkshire

As North Yorkshire Council approaches its three-year anniversary, it's important to begin by reflecting on the considerable work undertaken in just under three years. Our staff have worked tirelessly to embed new structures, build new teams, create new policies, deliver on key projects and cement our position as a new, high-performing authority.

Since April 2023, strong performance has been maintained across many service areas against the backdrop of considerable change and challenge. We can be incredibly proud of our early accomplishments as a council, including:

- Achieving an outstanding judgement for our Children Services
- Ranking third nationally for Adult Social Care services by CQC at the time of inspection
- Securing £40 million of investment to transform leisure services across the county
- Approving plans to deliver a minimum of 500 new council homes by 2029, and over £40 million invested in existing homes
- Embedding a new waste recycling model, allowing more waste to be diverted from landfill
- Progressing key transport projects critical to the region, including A59 Kex Gill and the Station Gateway Projects

Our workforce is the Council's greatest asset, and we are incredibly thankful to all staff for their continued hard work, professionalism and dedication to North Yorkshire.

Challenges Ahead:

In last year's Council Plan, we described the challenges facing the county, including the difficult financial outlook for local government. Unfortunately, North Yorkshire has been dealt an increasingly difficult position, following changes to national policy.

Previously in 2024, the Rural Services Delivery Grant was removed by Government, resulting in a £14 million per year loss to the Council. A further loss of almost £20 per year in core government grant is expected via the implementation of Fair Funding 2.0, a policy which fails to adequately account for the additional costs incurred in delivering services in rural areas. The cumulative impact of these changes, coupled with demand pressures in social care and Special Educational Needs and Disabilities (SEND), cannot be overstated. As a result, more difficult decisions lie ahead.

Our North Yorkshire

However, we must take confidence that Local Government Reorganisation (LGR) has enabled us to seize economies of scale and build a solid foundation for the Council to continue its strong record of service delivery, with almost 70% of the Council's proposed savings programme attributed to LGR.

Creating a Strong, Customer-led Council:

Despite our challenges, there are opportunities provided by the foundations we have put in place. This Council Plan does not seek to reinvent the previous Plan, but instead further develop it. At the very heart of this approach will be our renewed drive to become a customer-led Council. The needs and experiences of customers will be central to everything we do, including how we adapt services, make improvements and drive purposeful delivery.

We must also look to innovate and embed an opportunity mindset. Over the coming years, we know that demand for services will be higher and funding scarce. However, by embracing new technology such as AI and automation, we can work to improve productivity and unlock efficiencies for the benefit of the communities we serve.

North Yorkshire Council was recently ranked the third most productive local authority in the country in the IMPOWER Index, and the best performing in the North of England. This demonstrates the strong progress we have already made, but there is still more work to do.

In all service areas there will be improvements that we can make to ensure that residents and businesses receive a consistently high quality of service delivery. We are committed to that improvement journey based upon the strong foundations that have been laid to the new Council.

Delivering for North Yorkshire:

North Yorkshire's success is built on the variety and unique character of our places, and that is why 'place' features prominently throughout this Council Plan. We know for North Yorkshire to go from strength to strength, we must be a council that supports our places and creates the conditions for them to prosper.

By developing the new Local Plan, delivering new affordable homes and quality infrastructure, we will continue to support our places and communities by working with communities, key stakeholders and infrastructure providers to ensure development is achieved in the most sustainable locations, and that initiatives are joined-up as part of a clear strategy of growth for North Yorkshire.

Our North Yorkshire

Our ambition to be England's most local, large Council, will also remain a central component to the North Yorkshire way, building on initiatives such as the 32 Town Investment Plans and 27 Community Anchors, recognising the nuances of our places in how we deliver services.

This approach will see services work alongside communities to achieve better outcomes and protect the most vulnerable. That is why this Council Plan seeks intervention earlier and closer to communities, with the objective of improving outcomes for residents and preventing issues from escalating. In turn, reduced demand on services will enable resource to be invested in local priorities, such as better infrastructure, affordable housing, protecting our environment, creating good local jobs and more.

At the same time, we will amplify the voice of our residents, businesses, and communities – using the Council's position to advocate for the county at every opportunity, whether that be at the national level, or working with our regional partners.

Cllr Carl Les, Leader of the Council
Richard Flinton, Chief Executive



Urban Centres

Our two major centres, Harrogate, and Scarborough. Each with diverse, economies and populations. They are both magnets for residents, visitors and businesses and offer significant opportunities for growth and investment.



Market Towns

The 'jewels in our crown', our market towns are integral to our economic success. Each different in character, they offer vibrant culture and provide access to key service and amenities but must continue to adapt to meet the needs of people and business.



Rural Areas

The country's largest local authority by area includes two national parks and three areas of national landscapes. This environment drives many sectors, including tourism, agriculture and small and micro businesses and are home to varied communities. Rural areas can play an important role in climate resilience.



Coastal Communities

Our magnificent coastline attracts millions of visitors each year to a range of world class destinations. Also offers major opportunities in emerging industries. As with rural areas, many communities face challenges around deprivation and access to opportunities.

One County, Many Places

The county is the largest in England
8,000 square kilometres (3,090 square miles)

Average House Price:
£273,008
 (England average= £295,670)

615,490 people
 (*Census 2021)

16.1% Under 16 (England average = 18.6%)

58.1% aged 16-64 (England average = 63%)

25.9% aged 65+ (England average = 18.2%)

Strengths:

- Globally renowned brand
- Outstanding natural landscape and coastline
- Vibrant urban centres, market towns and communities
- Popular visitor destination with leading heritage attractions, resorts, theme parks and unique events including international arts and sporting events
- A diverse and entrepreneurial business culture
- Strong partnership working
- Building on the records of the eight predecessor councils
- Devolution deal for North Yorkshire and York

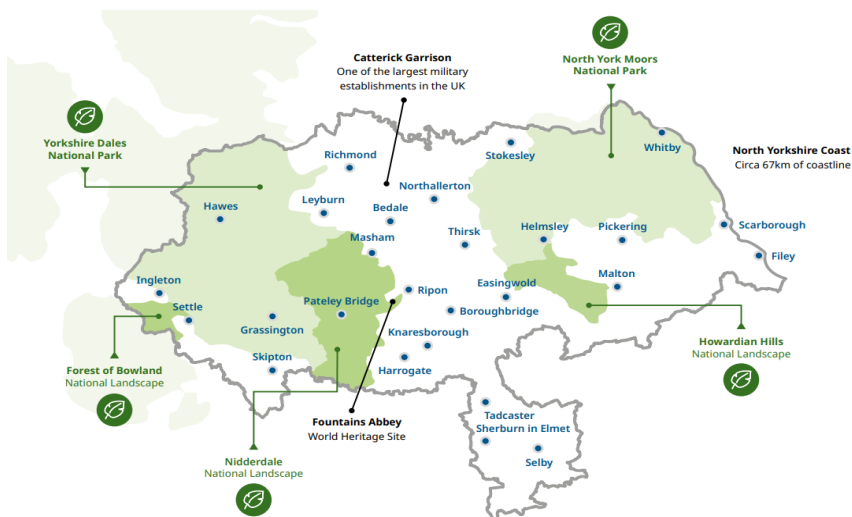
Challenges:

- Tackling inequality and deprivation
- Changing demographics and support needs including meeting the needs of an ageing population
- Digital infrastructure and connectivity
- Rural nature of the county and sustainability of rural services
- Transport connectivity and traffic congestion (including air quality)
- Tackling climate change and environmental issues
- An appropriately qualified/ skilled workforce
- Housing affordability
- Delivering significantly increased national housing targets.
- Cost of living

Opportunities:

- Innovating services delivery, bringing it closer to communities and acting earlier
- Building on the strong foundations of LGR to create efficient and effective services which address need early
- Maximising economies of scale as a Council
- Investment and regional collaboration through the MCA
- Proximity and regional connection
- Engaging with key employers and business sectors to drive future jobs and investment
- Diverse places across the county mirroring many wider UK challenges and opportunities.

OFFICIAL



One Council, Many Services

The Council provides a wide range of services and facilities for its residents, businesses, and visitors, including:

Managing and maintaining over **8,300** council houses

Processing over **50,000** housing benefit changes every year

Making approximately **6,000** decisions on planning applications every year

We maintain **8,600km** (5,344 miles) of highways and manage **10,250km** (6,369 miles) of Public Rights of Way

We maintain over **1,645** bridges across the county

There are **23** leisure venues, including **16** swimming pools

Collecting around **312,000** tonnes of waste every year from over 300,000 households of which around **43%** is reused, recycled or composted

Providing care and support to over **4,300** people to enable them to live in their own homes, including providing around **41,000** hours of personal care per week

Supporting **3,500** people in residential or nursing care every year

We maintain **83** parks and woodlands

Every year over **17,372** children are provided with Special Educational Needs support

Every year over **3,300** children and young people are supported by the Children's and Families Service

Some of the services we provide:

- Adult education
- Adult social care services
- Air quality
- Benefits service
- Cemeteries and crematoria
- Children's social care, including adoption and fostering
- Community development
- Community safety
- Council tax collection
- Culture and major venues
- Democratic services and administering elections
- Economic development supporting the growth of new and existing businesses
- Emergency planning
- Environmental health
- Food hygiene
- Health and safety
- Heritage and countryside management
- Highways including roads, bridges, street lighting and public rights of way
- Housing, including homelessness prevention and support
- Libraries and archives
- Licensing (including alcohol, entertainment and taxi licensing)
- Management of beaches and harbours
- Parking
- Pest control
- Planning and building control
- Public and community transport
- Public health, working to improve health and wellbeing
- Registration of births, deaths, marriages and civil partnerships
- Schools
- Sport and leisure services and facilities
- Street scene: fly-tipping, street cleaning and dog fouling
- Tourism services
- Trading standards and consumer advice
- Waste and recycling collection and disposal

Our Strategic Approach

We will put customer at the heart of everything we do:

We are a productive and efficient council that maximises our resources for the benefit of our communities. We will **embed a strong performance culture** that puts good service delivery for our customers at the heart of everything we do. We are committed to continuously improving the customer experience by ensuring customers have a consistently good experience every time they interact with us, and ensuring our services are accessible, responsive and easy to deal with. This includes understanding the needs of our customers and what they value, designing our services to meet customer needs and enhancing our digital offer to our customers.



We will work with partners:

We recognise that we cannot work in isolation. To provide high-quality services and improve outcomes for residents, we will work with our local partners, businesses, and other public sector organisations, including York and North Yorkshire Combined Authority (YNYCA), to achieve the best outcomes for North Yorkshire. We will harness our collective power to make North Yorkshire's voice heard.



We will empower and support communities:

We will empower communities to shape their own futures by working with residents, voluntary and community organisations to build strong, resilient communities. We will empower communities to take local action and shape local priorities, using their strengths, assets and networks to respond to local challenges and opportunities

We will empower local communities, including Community Anchor Organisations, to get things done in their local area. We will also seek, where possible, to devolve services and assets to local organisations where they want to take these on and have the capacity to do so.



We will focus on early intervention and prevention:

Where we recognise that people are struggling, we will focus on early intervention and prevention, supporting residents earlier, tackling issues at their root and strengthening community resilience, this will reduce reliance upon intensive statutory services.



We will invest in places:

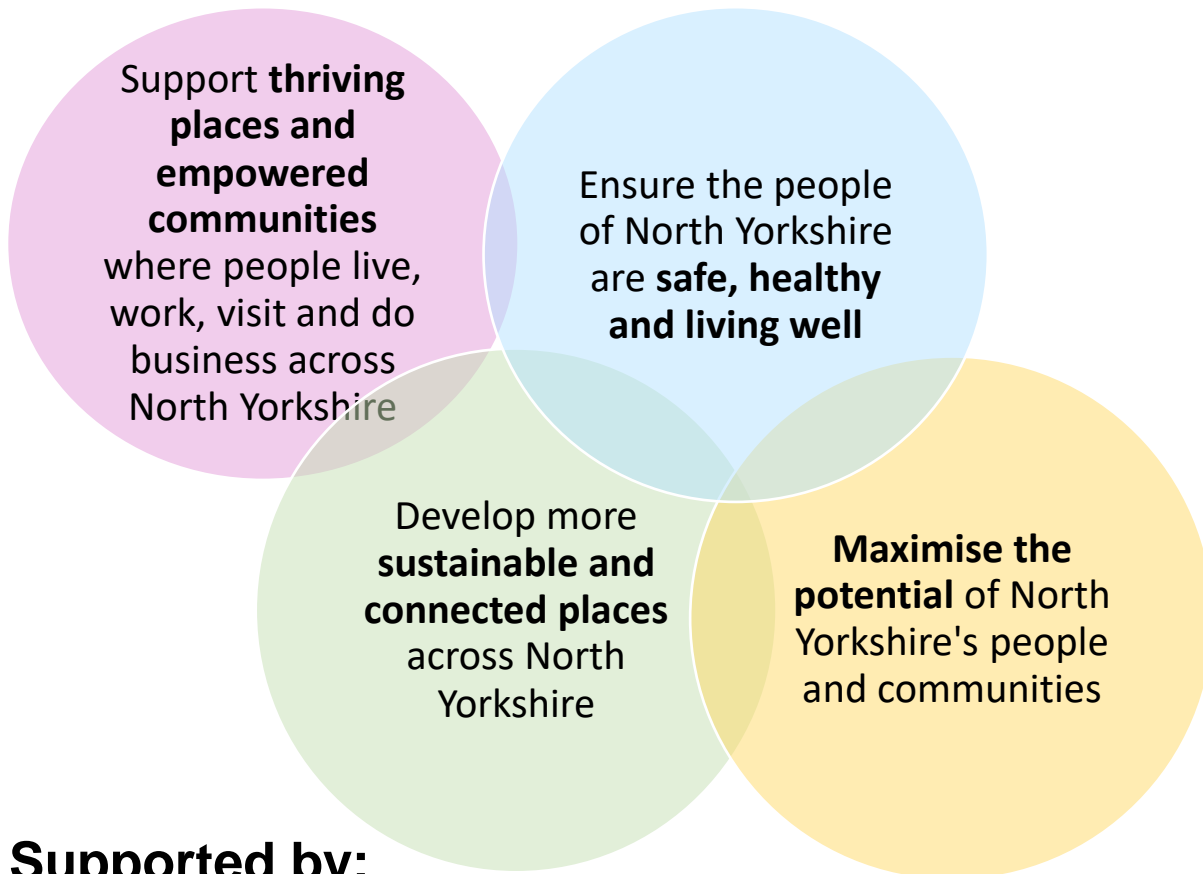
Through targeted investment in our towns, villages and neighbourhoods, we will create vibrant, connected, and resilient places where residents can thrive. This includes improving community infrastructure, supporting local regeneration, and responding to local priorities to unlock the full potential of North Yorkshire's diverse communities.

Our Vision and Ambitions

Our vision:

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.

Our ambitions:



Supported by:

Strong Innovative Council, with local customer-led services

The following sections outline our ambitions for the council over the next four years. Annex A identifies the priority actions that will be undertaken, and Annex B shows a mapping of these actions against the UN Sustainable Development Goals.

Thriving places and empowered communities

North Yorkshire Council is committed to becoming England's most local large council. We want to work in partnership with our communities to understand their needs and ensure that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities. A number of Community Partnerships have been established to tackle the issues most pertinent to their communities.

Thriving places depend on affordable, well-designed homes that meet the needs of our communities. The government has introduced substantial reforms to the planning system to significantly increase and accelerate housebuilding. The Council is committed to working with partners across North Yorkshire to deliver a mix of new homes, including affordable and specialist housing. This will be supported by the development of a comprehensive Local Plan and engagement with the YNYCA and Homes England Strategic Place Partnership. The new local plan is the key vehicle for setting out how we will shape places and communities across North Yorkshire, whilst ensuring that growth is achieved, and housing targets are met. It will set out the Council's strategy for locating new homes and jobs along with planning policies to guide the quality of future development and infrastructure. Alongside this, we are working positively to raise standards of our social housing and become an exemplar landlord.

We will continue to work with the YNYCA to create growth in North Yorkshire. We are working with the combined authority to shape the Local Growth Plan and Spatial Development Strategy which feeds into the national Industrial Strategy. Parallel to this we have published a county wide Economic Growth Strategy looking to attract inward investment and advancing key industries such as Agri-food/Agri-Tech, Manufacturing, Healthcare, Engineering and Construction, Maritime, Renewable Energy and Digital. Working with partners the Council will support investment in and regeneration of our towns, with a targeted approach focusing on Scarborough, Selby and Harrogate. Town Investment Plans are being developed for our major towns and key settlements across North Yorkshire, ensuring locally driven regeneration that reflects the unique character, needs and aspirations of each community. Schemes such as the Selby and Skipton Gateway projects are also ongoing.

We want to create a distinctive region where accessible and inclusive culture and heritage is at the heart of improving people's lives. We recognise that culture and creativity contribute to good health and wellbeing and is of benefit to the economy, including the visitor economy which plays a vital role in driving economic growth. Our Cultural Strategy and Destination Management Plan will support the delivery of growth in this sector.

As the English Devolution and Community Empowerment Bill progresses, place-based governance will be further developed. We remain committed to working closely with the YNYCA to secure investment for our places and develop working practices with Parish Councils and community groups to support sustainable local ownership and management.

Thriving places and empowered communities

What we will see across North Yorkshire

Amongst other actions, we will:

Support our communities

Establishing up to **30 multi-agency Community Partnerships** across North Yorkshire, each with their own action plan to tackle the issues most pertinent to them.

Investing in a network of Community Anchor Organisations (CAO) as trusted, place based 'system partners' to work alongside the Council to strengthen local relationships and optimise community resources to improve community well-being and improve resilience.

Support our businesses

Working in partnership to deliver the priority actions in our Economic Growth Strategy for North Yorkshire, to attract investment and grow our economy to create new and exciting opportunities for our residents and businesses.

We will work with partners and stakeholders to implement our Destination Management Plan for North Yorkshire, to promote a year-round visitor economy.

Support our places

Prepare a new comprehensive North Yorkshire Local Plan up to the year 2045.

Supporting and influencing the preparation of the Spatial Development Strategy for York and North Yorkshire to ensure alignment of key evidence to support growth.

Proactively working with developers to ensure timely delivery of allocated and permitted sites to maximise delivery against Housing, Infrastructure and Employment targets.

Invest in our places, with £30 million Transforming Cities Fund Station Gateway Projects in Harrogate, Selby and Skipton to regenerate the areas around the train station and improve links into the towns.

We will progress the delivery of Catterick Garrison Town Centre Project to create a new community resource centre, enhancements to the near-by park, inspiring artwork and a new public realm making it easier for people to access local services.

We will progress capital regeneration schemes where funding is in place, including £20 million Pride in Place programme in Scarborough, and £8 million in the Harrogate Convention Centre to ensure that the venue can reach its full potential and provide an even greater boost to the region's economy.

Thriving places and empowered communities

Delivering excellent housing services and becoming an exemplar social landlord. We will lead by example, driving up standards across our Council housing stock and taking enforcement action where we find landlords who are failing to meet safety requirements, ensuring decent and safe homes for all residents.

Sustainable and connected places

North Yorkshire has many stunning landscapes, from the Yorkshire Coast to our two National Parks and three National Landscapes. We will continue working with partners to support our environment and biodiversity, so residents can continue to access and enjoy the beautiful landscapes of North Yorkshire.

Protecting and enhancing our environment means keeping our streets clean addressing environmental crime, responding to poor water quality in our rivers and coastline, and ensuring that our open spaces are clean and attractive for all who use them.

We will work with partners to achieve the regions ambition to be net zero by 2034 and carbon negative by 2040. As part of this, the Council is working to be operationally Net Zero by 2030, through our Climate Change Strategy Delivery Pathway.

The Council will continue to harmonise its approach to waste and recycling across the county to improve efficiency and support a circular economy which maximises the value of the materials within our area.

The Council recognises the challenges posed by extreme weather events and flooding. Through the Yorkshire and North Yorkshire Local Resilience Forum the Council will ensure the needs of communities are understood during a time of crisis and are supported to respond and recover effectively.

The County's rural nature poses significant challenges to transport connectivity, risking some communities being isolated from services, economic opportunities and growth. We continue to work closely with the YNYCA to secure strategic opportunities, such as Northern Powerhouse Rail, and to progress major infrastructure improvements, particularly east-west connectivity and along the region's main transport corridors. Additionally, the Council will work to unlock active travel improvements, maintain safe highways and advocate for increased funding for rural transport.

Digital connectivity remains inconsistent across the county, presenting a barrier to investment and growth in some areas. The Council is committed to advancing connectivity for residents, visitors and businesses in North Yorkshire. The Council will continue to collaborate with mobile operators and the Government to reduce coverage gaps especially in rural and underserved areas.

What we will see across North Yorkshire

Amongst other actions, we will:

Protect and enhance our built and natural heritage

Work in partnership with protected landscapes and key stakeholders, **supporting our biodiversity, rivers and water bodies** and attracting private investment to restore and sustain the natural environment.

Sustainable and connected places

We will take action to improve the local environment through a harmonised enforcement approach, **tackling and reducing environmental crime** including littering, fly-tipping and dog-fouling, to ensure our air, streets, beaches and open spaces are kept clean and attractive.

Improve connectivity

Working to support the York & North Yorkshire Mayoral Combined Authority to **improve public transport options** across the county, by enhancing bus services, supporting the upgrading of rail infrastructure, giving people sustainable and reliable travel choices.

Completing the £82.5 million major road improvement scheme on the **A59 at Kex Gill** to improve the resilience and reliability of journeys along this strategic link between Skipton and Harrogate.

We will work with NYnet and its full-fibre network to **improve broadband connectivity** in North Yorkshire and collaborate with mobile operators and the Government to close coverage gaps.

Work towards net zero

Work with partners on our **climate change strategy and pathway** to achieve the shared aspiration that the region is net zero by 2034 and carbon negative by 2040. We will develop our North Yorkshire Adaptation Plan to support services, residents, communities, and businesses to prepare for inevitable climate change and increase their resilience to its effects.

Working towards our aspiration for **the Council to become operationally net zero** by delivering our Net zero Plan for Corporate Property and Fleet Decarbonisation Strategy for all Council vehicles.

Safe, Healthy, Living Well

The Council will prioritise early intervention, preventing crises before they arise, and embedding an approach that draws on people's strengths, their relationships and what is going on in their local communities to help them live longer, healthier, independent lives.

North Yorkshire Council is committed to ensuring our communities are and feel safe. We will engage with residents, gathering local knowledge and fostering open conversations, while working closely with North Yorkshire Police through our Community Safety Hubs and with partners through our wider partnership arrangements.

In line with the *Giving Every Child the Best Start in Life Strategy*, we remain firmly committed to ensuring that every child has the strongest possible start.

Children and Families service support families in need and who are experiencing difficulties. Ensuring families receive help at the earliest opportunity, working alongside them and their networks to protect children and to enable them to remain together. Children and young people need to be loved, be safe, have stability and a sense of belonging to be able to thrive. For those children who require care they receive support as outlined in the Looked After Children's Strategy. We are ambitious for children and young people, enabling them to be safe, happy, healthy and achieving.

The Council will strengthen partnerships with all three Integrated Care Boards and deliver the North Yorkshire Joint Health and Wellbeing Strategy and supporting plans. We will take major steps forward with NHS colleagues to devolve health funding to the North Yorkshire Health Collaborative, a new local partnership between the Council and the NHS, with the goal of strengthening the focus on prevention and community services.

The Council will support people to live independently in their home of choice – in part by continuing to develop our extra care and supported housing services as an alternative to 24/7 care. We will re-focus our social care practice towards preventing, reducing and delaying the need for longer term social care services. Working with the NHS, we will improve availability of reablement and intermediate care services to help people to recover from a hospital stay and, wherever possible prevent unnecessary admissions to hospital or 24/7 care.

With the sparse nature of the county, the Council faces a key challenge in the sustainability, availability and cost of rural services. Costs in the care market can vary significantly from one part of the county to another. That is why we will develop our in-house social care services, where appropriate, to improve choice, service availability and value for money, to enable people to access good public health services and social care across our different communities.

The council will work collaboratively across services such as housing, economic development and environment to address the wider determinants of health. Our Health Determinants Research Centre, which is part of a national programme, will serve as a hub for research, training, and education in behavioural sciences, driving innovation and improving lives across North Yorkshire.

Safe, Healthy, Living Well

Provision of leisure and activity facilities play an important role in enhancing health and wellbeing outcomes across North Yorkshire. Our in-house leisure service Active North Yorkshire will provide everyone in the community an opportunity to be active, with an increased emphasis on improving physical and mental health and wellbeing.

What we will see across North Yorkshire

Amongst other actions, we will:

Support safe communities

Working in partnership with the **Safeguarding Adults Board and the Safeguarding Children Partnership**, to maintain the safety of our communities and residents.

Establishing responsive **Community Safety Hubs** across the geography of North Yorkshire to ensure services are close to and informed by the needs of communities.

Support healthy communities that live and age well

Review and refresh our **Early Help Strategy**, in line with the Families First reforms and Best to Start to Life.

Develop and deliver our new **Looked After Children's strategy**, enabling all children and young people in our care to be safe, happy, healthy and achieving. Renewing **'We care because you matter'**.

Continue to **deliver training and drive 'strength in relationships practice'**, ensuring that more children can remain safely within their families and communities. This model creates positive change that continues after support services for children and families are no longer required to be involved. The goal is to create conditions that enable and allow relationships to flourish.

We will improve and **develop our adult social care practice** so that it is preventative, outcome focused and focuses on people's strengths – underpinned by a modern adult social care structure which develops the workforce and puts capacity where it is needed most.

Up to £60 million will be invested in **new care and support hubs** to provide intermediate care and specialist dementia care. This new approach will help to prevent hospital admissions and provide rehabilitation following a stay in hospital, with better outcomes for people and reduced costs in comparison to other residential care.

Developing the Ambitious for Health programme, delivering the **North Yorkshire Health Collaborative** with NHS, voluntary sector and other partners to improve how £600 million of prevention and community services are delivered.

Delivering around **£40m of investment in our leisure centres**, to ensure we deliver high quality, accessible and sustainable facilities focused on improving health and wellbeing.

Maximise the potential

Everyone across North Yorkshire should have opportunities to reach their maximum potential, irrespective of their location; urban, rural or coastal.

We want schools and settings to support all children and young people to be safe, healthy and live well. Through strong collaboration with system leaders and partners, our ambition is to support all children and young people to maximise their potential through access to a high-quality and inclusive education.

For people with SEND and other needs, the Council will work with schools, families, communities and the Voluntary, Community and Social Enterprise (VCSE) to support a range of options, promoting inclusion in mainstream education wherever possible, helping children and young people to get the most fulfilling and positive educational experience which prepares them for independence.

To ensure people have the skills required for today's jobs and the future workforce, lifelong learning is vital. We will provide clear opportunities to access learning after compulsory education and develop skills with local training providers. Ensuring individuals can fulfil their ambitions while remaining in North Yorkshire is essential to building a future-ready workforce equipped with the skills needed for emerging industries such as agritech, biotech, marine technologies, and renewable energy. By broadening the range of opportunities for all, we can help reduce inequality and unlock the full capabilities of North Yorkshire's workforce to drive economic growth.

Skills development should be accessible to all our residents. Working in partnership with the YNYCA, we are expanding Adult Skills provision through the Get Britain Working Economic Inactivity Trailblazer. This support is designed to help people move into employment, access training, or take up voluntary opportunities.

In times of hardship, the Council will focus support to those individuals and communities that require it, whether this is through the provision of information, advice, and guidance, or direct support from partners and community organisations. Our libraries also play an important role and are more than a collection of books, they are vibrant and accessible community hubs that contain the resources and tools to support individuals and communities to thrive and prosper.

What we will see across North Yorkshire

Amongst other actions, we will:

Maximise the potential for our children

Supporting schools and settings in **meeting the needs of all children** and young people.

We will work in partnership with Leaders in Education and wider services to **support more children to be in school for more days**. Our approach will focus on early intervention, relational practice, and inclusive environments that meet diverse needs.

Maximise the potential

Working to **mitigate the effects of poverty** within the school environment, including the number of children accessing free school meals.

Maximise the potential for all

We will ensure that there are **clear pathways for everyone after compulsory education** through the promotion of apprenticeships, training, work placements and further education, including adult education. We will work with local employers to understand current and future workforce needs, monitoring local skills levels and helping residents and business to gain appropriate employment skills.

Support marginalised people, including migrant communities, to **integrate and participate equally**. The diversity of our communities brings strength when everyone can contribute and utilise the breadth of experience, skills and talents.

Strong Innovative Council, with local customer-led services

To continue to deliver high quality value for money services, we need to be a **strong innovative Council**, fit for the future.

Like many councils across the country, **we need to think differently** as we are facing significant challenges due to reduced funding from central government, rising costs and huge demand for adult social care, services for children and young people and Special Educational Needs. It is important we ensure the Council is **financially sustainable** through effective management of our resources, responsible budget management and income generation.

We are looking ahead at how we can create a **forward looking** and **digitally enabled Council that delivers seamless, accessible and efficient services**. We will do this by thinking about the way we work, **working smarter, managing reduction in demand, making data-driven decisions and harnessing innovation**. We will deliver services in new ways which **harness technological advances**, such as AI, to **automate routine tasks, strengthen decision making and improve productivity**.

Changes introduced via the Employment Rights Bill have made robust performance data an essential metric for all employers. As a Council, we recognise that understanding our performance is central to delivering the high- quality services our communities expect and rely on. In line with this we are committed to **embedding a strong performance culture** that puts **good service delivery for our customers at the heart of everything we do**. We will do this by embedding our **'I ACT' values and behaviours**, and by supporting and developing our workforce to meet future challenges. We want to make sure customers have a consistently good experience every time they interact with us, and our services are accessible, responsive and easy to deal with. Our Customer Experience Strategy sets out how we will achieve this.

Values and Behaviours



Finances

Finance Information to be added in:

To include:

- *Overall cost of services (pie chart/infographic)*
- *2026/27 cost of services by directorate (pie chart/infographic)*
- *2026/27 Funding- council tax, allocated government grants and joint funding, business rates, fees and charges, use of reserves (pie chart/infographic)*
- *Council tax*

Measuring Performance

The Council has a **Performance Management Framework** which sets out our performance monitoring arrangements. This framework includes multiple levels of performance monitoring including Corporate, Directorate/Service, Team and Individual.

The Council produces Performance Reports on a quarterly basis to show progress made against our ambitions, these reports are then scrutinised by Councillors and Officers at Management Board, Executive and Scrutiny Board. An annual report is also produced to report progress on priority actions outlined in the Council Plan.

The council will also monitor the indicators outlined by central government in the **Local Outcomes Framework**.

The Council's **Key Performance Indicators (KPI's)** are outlined below:

| Thriving Places and Empowered Communities |
|---|
| Quarterly Indicators |
| % Major planning applications within statutory or extension of time |
| % Minor planning applications within statutory or extension of time |
| % Other planning applications within statutory or extension of time |
| County matter planning applications determined within 13/16-week timescales or within agreed extension of time two-year rolling measure |
| Museum, Gallery and Cultural Venue visitor numbers |

| Annual Indicators |
|---|
| Number of additional homes provided |
| Contextual Indicators |
| Gross value added per hour worked |
| Number of births of new enterprises |
| % Businesses survival rate (three year) |

| Sustainable and Connected Places |
|---|
| Quarterly Indicators |
| Residual household waste per household (Kg/household) |
| % of total household waste sent for recycling, compost and reuse |
| % of waste arising to landfill |
| Number of missed bins |
| % of highways inspections carried out within timescale including footways |
| % of highways dangerous defects made safe within two hours |
| Average length of roadworks on-site occupancy (days) |
| % of street light defects repaired within seven days |
| Annual Indicators |
| % of principal A roads where maintenance should be considered |
| % of non-principal B and C roads where maintenance should be considered |
| % of unclassified roads where maintenance should be considered |
| Scope 1 emissions (tCO ₂ e) |
| Scope 2 emissions (tCO ₂ e) |

Measuring Performance

| | |
|--|---|
| Scope 3 emissions (tCO ₂ e) | Average weekly cost of community-based package of care (18-64) |
| Contextual Indicators | Average weekly cost of a community-based package of care for older people (65+) |
| % of premises with gigabit-capable broadband coverage | % of CQC care home ratings – ‘Good’ or better |
| % of adults who engaged in active travel at least twice in the last 28 days (DfT) | Living Well involvements per 100k population |
| Safe, Healthy and Living Well | Safeguarding conversion rate – Section 42 enquiries as a % of concerns |
| Quarterly Indicators | % of Section 42 safeguarding enquiries where the identified risks were reduced or removed |
| People waiting for an initial assessment as a % of current service users | Median waiting time (days) for DoLS applications |
| Admissions to residential and nursing care homes, per 100,000 population for people aged 18-64 | Number of households open to Early Help |
| Admissions to residential and nursing care homes, per 100,000 population for people aged 65+ | Timeliness of initial assessments (Early Help) |
| % of hospital discharges to adult social care managed on pathways 0 or 1, i.e. home first | The total number of children subject to a child protection plan (rate per 10,000) |
| % of short stay care home residents within the 6-week timescale | Percentage of child protection plans which were a second or subsequent plan |
| % of reablement clients not receiving a subsequent package of social care support within 91 days | The total number of children in care |
| Reablement packages delivered per 10,000 of adult population (cumulative over the year) | The number of Care Leavers receiving support from the leaving care team |
| Proportion of people receiving long-term support living in their home or with family | % of Care Leavers in suitable accommodation 17-18 and 19-21 age groups |
| Clients receiving long term support for 12+ months who have received an annual review the last 12 months | % of Care Leavers in suitable accommodation 17-18 and 19-21 age groups |
| Direct payments as a % of community-based long-term support | Number of contacts received by MAST |
| Average weekly cost for new admissions to residential and nursing beds (18-64) | Number of referrals to CSC |
| Average weekly cost for new admissions to residential and nursing beds for older people (65+) | Percentage of C&F assessments completed in 45 working days |
| | Binary re-offending rate |
| | Total number of visits to a leisure centre (participation in an activity) |

Measuring Performance

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|---|
| Total number of Active North Yorkshire memberships |
| Active North Yorkshire – Social Value Return |
| No. of Healthy You programme completers |
| % of those setting a quit date who successfully quit smoking at four weeks |
| Annual Indicators |
| First Time Entrant Rate into the youth justice system |
| Contextual Indicators |
| Life expectancy at birth (male/female) |
| Suicide rate |
| Under 18 conception rate (annual) |
| Face-to-face new birth visits undertaken within 14 days by a health visitor (%) |
| Proportion of children aged 2-2.5 years old receiving ASQ-3 as part of the Healthy Child Programme or integrated review |
| % of physically active adults |
| The percentage of children aged four or five (reception) who have excess weight |
| The percentage of children aged 10 or 11 (year six) who have excess weight |
| % of the eligible population aged 40-74 who received an NHS Health check |
| Flu vaccination coverage 65+ |
| Successful completions of treatment for opiate use |
| Successful completions of treatment for non-opiate use |

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| Successful completions of alcohol treatment |
| New STI diagnoses (excluding chlamydia aged <25) |

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| Maximise the potential |
| Quarterly Indicators |
| The % of care leavers aged 19, 20 and 21 that are in education, employment, or training |
| Number of children who are EHE |
| The % of Education Health and Care Plans (EHCP) issued within 20 weeks |
| % of school population permanently excluded in academic year to date |
| Annual Indicators |
| Overall attendance rate |
| Rate of children with an Education Health Care Plan as % of school population |
| % of children with a North Yorkshire EHC Plan currently in a Special Independent or Special non-maintained school placement |
| The number of children receiving SEN Support as a % of school population |
| GCSE 9-5 pass in English and Maths (Basics) at KS4 |
| Persistent absence as % of school population (primary/secondary) |
| % of school population suspended at least once in academic year to date |
| Adult Learning – 19+ Adult Skills funded learners – Overall Achievement Rates |
| Adult Learning – 19+ Adult Skills funded learners – Overall Retention Rates |
| Adult Learning – Apprenticeship Overall Achievement Rate |
| Total pupils on SEND transport |

Measuring Performance

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|--|
| Libraries: total issues per 1,000 population (including books, e-books, e-audio) |
| Libraries: active users per 1000 population |
| Libraries: physical visits to libraries per 1,000 population |
| Contextual Indicators |
| The % of young people (16-17) not in education, employment, or training (NEET) |
| Total employee jobs in North Yorkshire |
| % those aged 16-64 who are economically active |

| |
|---|
| Strong Innovative Council |
| Quarterly Indicators |
| % Council Tax collected |
| % Non-domestic rate collected |
| Time to process new Council Tax Reduction claims (days) |
| Time to process new Housing Benefit claims (days) |
| Time to process Council Tax Reduction changes in circumstances (days) |
| Time to process Housing Benefit changes in circumstances (days) |
| % of telephone calls answered in four minutes |
| Number of days lost to staff absence (sickness absence) per FTE |
| Staff turnover rate |
| Spend on agency staff |

| |
|---|
| Housing |
| Quarterly and monthly indicators |

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|--|
| True current arrears at the end of the month (%) |
| Average re-let time in days (standard re-lets in month) |
| % of homes with a valid gas safety certificate |
| % of domestic properties with EICR certificates up to five years old |
| % of non-emergency repairs to council houses completed within their target timescale |
| % of emergency repairs to council houses completed within target timescale |
| New anti-social behaviour cases reported in month per 1,000 properties |
| Formal stage one complaints received in month per 1,000 properties |
| Formal stage two complaints received in month per 1,000 properties |
| % of stage one complaints resolved within timescale in month |
| % of stage two complaints resolved within timescale in month |
| Households assessed as threatened with homelessness per 1,000 households |
| Households assessed as homeless per 1,000 households |
| % of homelessness preventions and reliefs successful |
| Total number of households in temporary accommodation |
| Total number of households in Bed and Breakfast and Hotels |
| Contextual Indicators |
| House price to workplace-based earnings ratio |
| Number of affordable homes delivered (gross) |

Our Equality Objectives

Our Equality Objectives for the next four years:

We will lead by example in delivering our equality duties by making equality, diversity, inclusion and respect central to our strategies and plans, and working with partners to achieve fair outcomes for all communities.

We are committed to building a diverse, inclusive, and supportive workplace where everyone can thrive. Through fair practices and data-driven insights, we will improve workforce diversity and wellbeing across the Council.

We will work together with our diverse North Yorkshire community to better understand residents' needs and priorities, to make informed decisions to create equitable outcomes.

We will design and deliver services that are inclusive, accessible, and shaped around the evolving needs of our communities.

Contact Us

Sign Up

We regularly ask people living and working in North Yorkshire to tell us about their views on specific issues or questions. To view our current consultations, visit:

<https://www.northyorks.gov.uk/current-consultations>

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By telephone: **0300 131 2 131 (say Council Plan when prompted)**

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

You can request this information in another language or format at [northyorks.gov.uk/accessibility](https://www.northyorks.gov.uk/accessibility)

Annex A – Priority Action List

The following are the priority actions which will be delivered over the next four years to achieve the ambitions within this plan.

Thriving and Empowered Communities

Supporting our communities by:

1. Establishing up to 30 multi-agency Community Partnerships across North Yorkshire, each with their own action plan to tackle the issues most pertinent to them.
2. Investing in a network of CAO as trusted, place based 'system partners' to work alongside the Council to strengthen local relationships and optimise community resources to improve community well-being and improve resilience.
3. Co-designing – with the sector and partner agencies – a comprehensive 'deal' for the VCSE sector that builds additional capacity and resilience by:
 - Creating the conditions for partnerships and collaboration.
 - Providing consistent funding processes with clear investment priorities.
 - Creating opportunities for VCSE organisations to take a greater role in the design and delivery of services that improve the health and well-being of our residents and communities.
 - Investing in infrastructure support that ensures long term viability and financial sustainability across the sector.
4. Embedding opportunities for a regular dialogue between the Council and our Parish and Town Councils to share information and opportunities; raise and discuss issues of mutual interest and work together to agree solutions.
5. Creating opportunities for the devolution of services and assets to communities and provide support to town and parish councils and other local community groups who want to run local services and assets where it would deliver improvements and better value for money.
6. Providing leadership in strengthening local resilience arrangements between emergency services and communities. Working with existing and new partnerships to develop community resilience, supporting the residents and businesses of North Yorkshire.

Supporting our places by:

7. Developing the Local Plan for North Yorkshire.
8. Supporting and influencing the preparation of the Spatial Development Strategy for York and North Yorkshire to ensure alignment of key evidence to support growth.
9. Proactively working with developers to ensure timely delivery of allocated and permitted sites to maximise delivery against Housing, Infrastructure and Employment targets.
10. Delivering our Housing Strategy. This includes:
 - Delivering excellent housing services and becoming an exemplar social landlord. We will lead by example, driving up standards across our Council housing stock and taking enforcement action where we find landlords who are failing to meet safety requirements, ensuring decent and safe homes for all residents.
 - Strengthening strategic partnerships with YNYCA and Homes England.
 - Bringing together homelessness prevention and support services across North Yorkshire to tackle homelessness, using a range of prevention tools, best practice, and interventions to prevent homelessness.
 - Continue to secure funding on Housing Retrofit for Social and Private residential properties across North Yorkshire, ensuring that homes are energy efficient in order to help lower bills for residents. Supporting the new retrofit strategy that is being developed by the YNYCA .

Annex A – Priority Action List

11. Identifying future investment needs and opportunities in our urban centres and market towns by leading work to develop clear and prioritised 'Town Investment Plans' across North Yorkshire, working proactively with local stakeholders and partners.
12. Supporting and delivering major infrastructure and regeneration projects, with a targeted approach focusing on Scarborough, Selby and Harrogate to help create thriving places, including:
 - The £30m Transforming Cities Fund Station Gateway Projects in Harrogate, Selby and Skipton to regenerate the areas around the train station and improve links into the towns.
 - Delivery of Catterick Garrison Town Centre Project.
 - Implementation of capital regeneration schemes where funding is in place, including Town Deal projects in Scarborough and Whitby.
 - Proactively exploring investment opportunities and securing funding to deliver regeneration and support economic growth.
13. Delivering our cultural strategy for North Yorkshire, to champion the importance of inclusive culture in creating vibrant places and celebrating our distinctive culture and heritage.
14. Collaborating with partners working across the cultural sector including:
 - Delivery of a new creative health development project. This will support prevention and treatment of health issues through creativity and cultural engagement, incorporating national research and working in partnership with sector specialists, the York and North Yorkshire Mayoral Combined Authority and the national Mayoral Authorities Creative Health Network.
 - Delivering a diverse and varied programme of high-quality shows and events as part of the creation of vibrant towns and to support tourism, community engagement and economic growth in North Yorkshire.
 - Supporting the development of a thriving creative sector and creating opportunities for creative, culture, arts and heritage focused businesses and individuals in North Yorkshire.
 - Delivering the Scarborough Fair festival including a diverse and vibrant programme of festivals such as Scarborough Lights, Scarborough Art and Fringe, Scarborough Extreme and Scarborough Streets.
15. Working with partners and stakeholders to implement our Destination Management Plan for North Yorkshire, to boost the visitor economy/promote a year-round visitor economy including launching a new Visit North Yorkshire website, developing a North Yorkshire Events Strategy and creating a Local Visitor Economy Partnership for York and North Yorkshire.

Supporting our businesses by:

16. Working in partnership to deliver the priority actions in our Economic Growth Strategy for North Yorkshire, to attract investment and grow our economy to create new and exciting opportunities for our residents and businesses – including:
 - Helping businesses to access the information and support they need to start up and grow in North Yorkshire, through delivery of our Business North Yorkshire service.
 - Co-ordinating a targeted programme of Business North Yorkshire events including an annual North Yorkshire Business Week, to proactively support the growth of our key sectors.
 - Running a Business North Yorkshire Engagement Group, to ensure that our business-facing work is co-designed with input from businesses and partners.
 - Implementing a cross-Council 'Open to Business' Initiative to ensure that our Council services to business are joined up and easy to access.

Annex A – Priority Action List

- Delivering a proactive programme of Business Relationship Management with strategically important businesses, to help them grow and create jobs in the county.
- Promoting North Yorkshire as a great place to invest and do business, to help attract new investment, businesses and jobs to North Yorkshire.

Sustainable and Connected Places

Protecting and enhancing our built and natural heritage by:

17. Working in partnership with protected landscapes and key stakeholders seeking to protect and enhance North Yorkshire's natural environment and natural capital assets; supporting our biodiversity, rivers and water bodies and attracting private investment to restore and sustain the natural environment.
18. Taking action to improve the local environment through a harmonised enforcement approach, tackling and reducing environmental crime including littering, fly-tipping and dog-fouling, to ensure our air, streets, beaches and open spaces are kept clean and attractive.
19. Deliver our Coastal Erosion Strategy to protect our coastlines and safeguard our communities.
20. Deliver our Harbour Strategy to support sustainable economic growth, protect coastal infrastructure, and enhance the environmental and community value of our harbours.

Improve connectivity by:

21. Working to support York and North Yorkshire Mayoral Combined Authority aspirations to improve public transport across the county. Key priorities include:
 - Improving bus connectivity across the area.
 - Upgrading rail infrastructure- such as introducing half-hourly train services to Scarborough.
22. The Council will continue to maintain a high-quality highway network and advocate for funding to make improvements to the network such as dualling the A66.
23. Supporting active travel improvements that make walking, cycling and wheeling safer and more accessible to all. Deliver Local, Cycling and Walking Infrastructure Plans for the principal towns in the county.
24. Completing the major road improvement scheme on the A59 at Kex Gill to improve the resilience of this strategic link between Skipton and Harrogate.
25. Delivering our new Parking Policy Framework across North Yorkshire to deliver good quality, value for money parking facilities, focused on understanding local need, improving air quality, supporting wider transport priorities and the local economy.
26. Support the rollout of Electric Vehicle charging infrastructure by securing and delivering government grants.
27. Advancing broadband connectivity in North Yorkshire through NYnet and its full-fibre network, whilst collaborating with mobile operators and the Government to close coverage gaps.
28. Supporting partners to deliver the Emergency Services Network project, involving 24 new masts in North Yorkshire.

Working towards net zero by:

29. Delivering our climate change strategy and pathway. To work with partners helping to achieve the shared ambition that the region is net zero by 2034 and carbon negative by 2040. This includes creating and delivering our North Yorkshire Adaptation Plan to support services, residents, communities, and businesses to prepare for our climate to change.

Annex A – Priority Action List

30. Working towards our goal of the Council becoming operationally net zero by delivering our net zero plan for corporate property and Fleet Decarbonisation Strategy for all Council vehicles.
31. Secure and maximise external funding opportunities, including government grants, to support the delivery of climate action/environmental projects.
32. Continue to harmonise recycling collections, to be more efficient, better value for money, reduce carbon and contamination. Implement a single approach to recycling collections across North Yorkshire.

Safe, Healthy and Living Well

Support safe communities by:

33. Establishing responsive Community Safety Hubs across the geography of North Yorkshire. Effective multi-agency problem solving around local issues, including anti-social behaviour.
34. Working with internal and external partners to ensure effective public space CCTV systems across North Yorkshire.
35. Working in partnership with the Safeguarding Adults Board and the Safeguarding Children Partnership, to maintain the safety of our communities and residents. This includes the effective delivery of Safer North Yorkshire (Community Safety Partnership) Strategic Plan.

Support healthy communities that live and age well by:

36. Review and refresh our Early Help Strategy, in line with the Families First reforms and Best to Start to Life.
37. Develop and deliver our new Looked After Children's Strategy, enabling all children and young people in our care to be safe, happy, healthy and achieving. Renewing 'We care because you matter'.
38. Continue to deliver training and drive 'strength in relationships practice', ensuring that more children can remain safely within their families and communities.
39. Improving children and young people's social and emotional mental health and wellbeing by working across the health and care system to provide effective support to the right children at the right time, improving waiting times for assessment and access to mental health services.
40. Working with our partner organisations, implementing a response to national social care reform.
41. Developing a Best Start to Life approach that provides a local response to national policy.
42. Expanding stop smoking services to help create a smoke-free generation.
43. Working with CAO in the Voluntary Sector and reviewing our Living Well Service to help prevent, reduce and delay the need for long-term council involvement in people's lives, to support an enhanced model of Prevention Plus.
44. Developing and delivering a North Yorkshire approach to women's health.
45. Implementing the recommendations from the Director of Public Health Annual Report 2023-24 on Healthy Ageing, and the Annual Report 2024-25 on Working Together for North Yorkshire.
46. Improving and developing our adult social care practice so that it is preventative, outcome focused and focuses on people's strengths – underpinned by a modern adult social care structure which develops the workforce and puts capacity where it is needed most.
47. Improving support for unpaid carers.
48. Investing in more extra care housing for older people and new supported accommodation for younger adults.

Annex A – Priority Action List

49. Building new care and support hubs to provide intermediate care and specialist dementia care.
50. Supporting more people at home through the development of our reablement service, intermediate care services with the NHS, home care services and re-commissioned community equipment services.
51. Improving support to people with complex life circumstances, including mental health, neurodiversity and substance use, through new services and improved practice.
52. Providing more social care services online so that people have more choice around access.
53. Continuing to work collaboratively with the Independent Care Group and care providers to ensure a sustainable care market that meets people's care needs and work with the care market to reprocure the Approved Provider List.
54. Developing the Ambitious for Health programme, delivering the North Yorkshire Health Collaborative with NHS, voluntary sector and other partners to improve how £600m of prevention and community services are delivered.
55. Ensure plans are in place when Public Health incidents occur to protect the health of the population.
56. Supporting more people in North Yorkshire to be physically active to enable them to be stronger for longer in mind and body – through movement, play, and sport.
57. Delivering a wide range of universal and targeted programmes to support physical and mental well-being, with a particular focus on people with disabilities, long term health conditions and people who are currently inactive and may need more support to become and stay active.
58. Delivering a programme of targeted investment in leisure facilities to ensure we deliver high quality, accessible and sustainable facilities that meet community needs.

Maximise the potential

For our children, by:

59. Deliver the Local Area SEND Operational Plan and SEND Ofsted Improvement Plan.
60. We will work in partnership with Leaders in Education and wider services to support more children to be in school for more days. Our approach will focus on early intervention, relational practice, and inclusive environments that meet diverse needs.
61. Supporting schools and settings in meeting the needs of all children and young people.
62. Fostering a shared ambition for all children and young people through strong partnership working with system leaders and partners.
63. Working to mitigate the effects of poverty within the school environment, including the number of children accessing free school meals.
64. Preparing children with complex needs for independence and adulthood.

For all, by:

65. Ensuring that there are clear pathways for everyone after compulsory education through the promotion of apprenticeships, training, work placements and further education, including adult education.
66. Supporting North Yorkshire residents to gain appropriate employment skills and access work.
67. Establishing local employers' workforce needs, monitoring local skills levels and helping to enable delivery of appropriate training.
68. Driving inclusive skills development by working in cross-sector partnerships to support the ambitions of the Local Skills Improvement Plan, the Combined Authority Skills Plan, and wider regional strategies.
69. Delivering Get Britain Working and Connect to Work to remove health-related barriers and support people into employment.

Annex A – Priority Action List

70. To provide accessible financial inclusion support services that empower residents to improve their financial wellbeing.
71. In partnership with our Community Libraries, continue to maintain and develop a library network that offers safe, welcoming spaces with a comprehensive range of services that meet the needs of local people. This includes a new mobile library to increase access to Council services in rural parts of the county.
72. Continue to deliver against our Library Strategy themes: promoting literacy skills and reading for pleasure, providing resources and activities to support health and wellbeing, enabling people to be digitally connected and being a focal point for communities by providing opportunities for volunteering and partnership working.
73. Supporting marginalised people, including migrant communities, to integrate and participate equally. Implementing the Swift Programme to develop place-based initiatives to welcome and empower migrant communities across North Yorkshire.

Strong Innovative Council

Developing a Strong Innovative Council for the future by:

74. Continuing to be a financially sound Council through a sound Medium Term Financial Strategy, treasury management, capital strategy and savings and transformation plan that supports both our ambitions and continued delivery of front-line services.
75. Delivering transformation to enable the Council to meet future challenges by working smarter, managing reduction in demand, making data-driven decisions and harnessing innovation. This includes:
 - Focus on optimising our business operating environment by removing avoidable effort, simplifying how workflows through the organisation, and strengthening the foundations that support effective working – our culture, governance, planning, digital tools, data, leadership and physical environment.
 - Ensuring all staff have the right skills, tools and technology to work effectively and are data informed.
 - Enabling transformation by leveraging digital opportunities, using data to make better decisions, harnessing AI, adopting an innovation approach and maximising the opportunities to use our council assets and digital networks in the community.
76. Delivering our People Strategy that will ensure we have an empowered and skilled workforce that work in well-connected teams, with a culture of continuous improvement and innovation.
77. Delivering our Customer Experience Strategy. This includes:
 - Putting the customer first – we prioritise customer needs in every decision we make ensuring customer experience is at the centre of our approach.
 - Listening and learning – we actively collect and value customer feedback, using their insights to understand the customer journey and improve our services.
 - Changing our services – we continuously adapt, and redesign services based on customer input. Ensuring they evolve to meet our customers changing needs.
 - Harnessing digital technology – We use new technology to make our services more accessible, efficient and responsive to customer requirements.
 - Continuously improving – we measure our progress, share out results transparently, and always look for new ways to make the customer experience better.
78. Embed our new performance framework, creating a culture of strong teams, delivering excellent service supported by processes that monitor performance and support continuous improvement and learning.

Annex B- Mapping to UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) provide a set of targets with the ambition of reducing inequality and supporting sustainable development across the world. The Council has mapped the ambitions within the Council Plan to identify where it will be taking action which contribute to the aims of the SDGs.

Our ambitions

SDG mapped to Ambitions

Thriving places and empowered communities



Safe, healthy and living well



Sustainable and connected places



Maximise the potential



Strong Innovative Council, with local customer-led services



National SDG



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 Draft 2026-2027 Work Programme

Committee Meeting – Monday 15 June 2026 @ 10am

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| Transformation | Progress update on convergence and transformation of services - Amani Anderson Leefe, 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 2025/26 – Rachel Joyce, Assistant Chief Executive (Local Engagement) |
| Community Transfer | Draft Community Transfer Policy - A cross-cutting policy affecting communities, property and governance, guiding how the council works with local organisations on long-term asset management (including disposals), which has financial, community and reputational implications – Marie-Ann Jackson, Head of Localities |
| North Yorkshire Refugee Resettlement Update | Annual Programme Update – Jonathan Spencer, Refugee Resettlement Project Manager |
| Work Programme 2026/27 | Consideration of the work programme |

| Mid Cycle Briefing – Monday 13 July 2026 @ 10:30am | |
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| Work Programme 2026/27 | Consideration of the work programme |
| Committee Meeting – Monday 28 September 2026 @ 10am | |
| Community Safety | Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities and Chair of CSP – Chief Superintendent Fiona Willey |
| Transformation | Progress update on convergence and transformation of services - Amani Anderson Leefe AD for Transformation |
| Localities Update | Annual update on work of the Localities Service to include an update on volunteering - Marie-Ann Jackson, Head of Localities & Keeley Metcalfe, Talent Acquisition Manager |
| Property Services | Update on implementation of Corporate Property Strategy – Kerry Metcalfe, AD Property Procurement and Commercial |
| Work Programme 2026/27 | Consideration of the work programme |
| Mid Cycle Briefing – Monday 2 November 2026 @ 10:30am | |
| Work Programme 2026/27 | Consideration of the work programme |
| Committee Meeting – Monday 14 December 2026 @ 10am | |
| Transformation | Progress update on convergence and transformation of services - Amani Anderson Leefe, AD for Transformation. |
| Equalities | Annual Update on Equalities – Will Boardman |
| Resilience and Emergencies | Annual performance update on the National Resilience Standards and an overview of ongoing Resilience and Emergencies work – Matt Robinson, Head of Resilience and Emergencies |
| Work Programme 2026/27 | Consideration of the work programme |
| Mid Cycle Briefing – Monday 25 January 2027 @ 10:30am | |
| Work Programme 2026/27 | Consideration of the work programme: |
| Committee Meeting – Monday 15 March 2027 @ 10am | |
| Transformation | Progress update on convergence and transformation of services - Amani Anderson Leefe, AD for Transformation. |

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| Community Safety | Bi-annual Update on Community Safety Plan Delivery & Partnership Working – Odette Robson, Head of Safer Communities & Chair of CSP – Chief Superintendent Fiona Willey |
| 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) |
| Youth Justice | Annual Performance Update – Barbara Merrygold, YJS Planning & Development Officer / Andy Dukes YJS Team Manager |
| Draft Work Programme 2027/28 | Consideration of the draft work programme for the coming municipal year |
| Mid Cycle Briefing – 19 April 2027 @ 10:30am | |
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